Post-Disaster Needs Assessment: Roll-out in Disaster Prone Countries

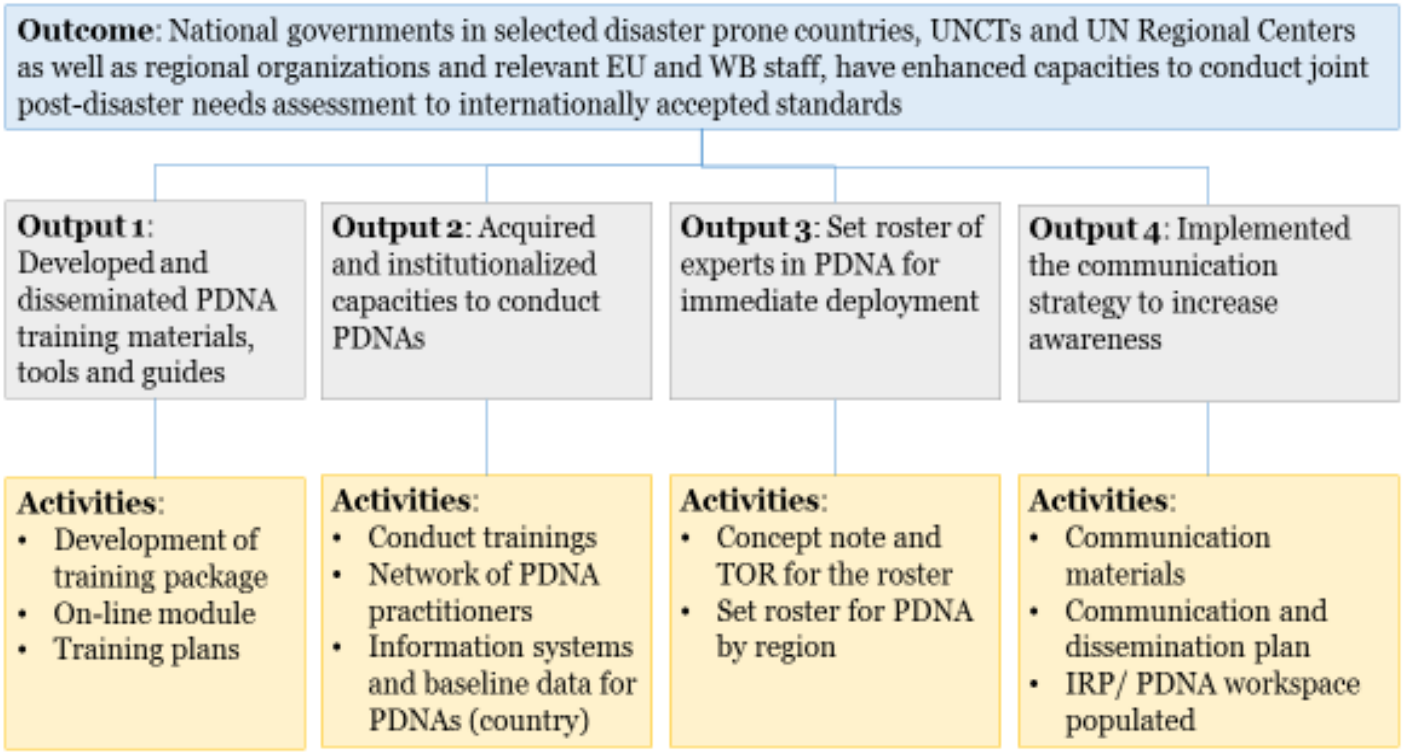
A project funded by the European Union and implemented by UNDP
IFS-RRM/2012/303-264

NARRATIVE REPORT
1 November 2012 – 30 April 2016

Empowered lives.
Resilient nations.

Project Description

Title:	Post-Disaster Needs Assessment Roll-out in Disaster Prone Countries
Reference:	IFS-RRM/20l2/303-264
Implementation period:	1 November 2012 - 30 April 2016
Total Budget:	EUR 1,426,578
EU Contribution:	EUR 1,141,262
Implementing Agency:	UNDP/Bureau of Policy and Programme Support (BPPS)



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1. Background and rationale

Disasters are usually followed by assessments that analyse and quantify emergent and long-term needs. The Post-Disaster Needs Assessment (PDNA) methodology is an accepted and detailed assessment process that provides sector-based data and information for medium and long-term recovery planning.

At the time of this project's conceptualization, requests from governments for support to conduct PDNAs was growing. In response to this rising demand, United Nations staff and PDNA partners were seeing their capacities stretched in order to be able to provide expert advice and guidance to governments for undertaking assessments and planning recovery interventions in post-disaster situations. This underscored the need for capacity building and training at national and subnational levels, particularly for disaster prone countries.

It was also observed that additional advocacy work was needed to encourage more governments to adopt the PDNA methodology and approach, as it is an established and accepted method of guidance for assessments and offers a well-structured system to inform recovery processes and facilitate resource mobilization.

The project envisaged a systematic approach to develop national capacities in selected disaster prone countries, as well as of different stakeholders at regional and global levels. It anticipated the PDNA tool being extensively used to estimate post-disaster needs in a harmonized manner and to promote participatory and people-centred recovery processes.

The purpose of the "Post-disaster Needs Assessment: Roll-out in Disaster Prone Countries" project was twofold; to:

1) respond to government demand for PDNA capacity building, to be able to ultimately undertake informed and sustainable recovery processes; and

2) strengthen staff capacities of United Nations and other regional institutions to provide continued support to governments in post-disaster assessments and recovery practices.

Partners involved in the project were FAO, ILO, UNEP, UNESCO, UN HABITAT, UNICEF, UN Women and WHO. Staff at EU and World Bank headquarters held a consultative role during project implementation.

1.1. Project outcome and outputs

The project outcome was: "national governments in disaster prone countries, United Nations Country Teams and United Nations Regional Centres, as well as regional organizations and relevant European Union staff, have enhanced capacities to conduct joint PDNAs to internationally-accepted standards."

The outcome comprised four outputs, as follows:

> *Output 1:* Standard common **training modules and materials** on PDNA protocols and sector guidance developed and made accessible to users.
>
> *Output 2:* National governments, United Nations country teams, United Nations regional centres, staff in country and regional offices of partner organizations and regional bodies acquire **capacities to conduct PDNAs**; information and databases for conducting PDNAs are established within selected project countries.
>
> *Output 3:* **Roster of experts** in PDNAs available for immediate deployment to disaster prone countries.
>
> *Output 4:* **Communication strategy** for PDNA is implemented to increase awareness among national governments and other stakeholders on the process for conducting PDNAs.

2. Project results

This section presents the project results for each of the four outputs as per the actions foreseen under each of them. In certain instances, achievements for actions that are similar or complementary have been reported jointly.

2.1 *Output 1*: Standard common training modules and materials on PDNA protocols and sector guidance developed and made accessible to users.

Training package development constituted the foundation of the project, since this tool was essential to implementing capacity building components of this initiative. The training package allowed UNDP and project partners to undertake PDNA capacity development within governments, inter-governmental regional organizations, the World Bank, EU and the UNDG in a harmonized, consistent and systematic manner.

The project implementation team undertook a comprehensive and participatory process to put together a sound compendium of technical sessions, practical exercises, case studies, role playing and a number of complementary resources to assure a high quality product. Experts in the subject designed the content of the sessions, which were validated by all the partners, including the World Bank, the EU and the United Nations agencies, through bilateral consultations, workshops and face to face discussions with subject experts.

The PDNA training package is based on the two-volume *PDNA Guidelines* that were jointly developed by the UNDG, the World Bank and the EU. Volume A elaborates on the protocols for conducting a joint assessment and offers an overview of the core elements considered in a PDNA, which are: a) pre-disaster context and baseline information; b) assessment of the disaster effects; c) assessment of the disaster impacts; and d) recovery strategy, including sector recovery needs.

Volume B consists of 18 separate guidelines that provide step-by-step application of the PDNA methodology explained in Volume A for each sector. The *PDNA Guidelines* are currently available in English, Spanish and French.

Fig. 1 PDNA and DRF Guidelines including Vol. A, the methodology and approach and Vol. B, the sectorial guides.

In addition to the *PDNA Guidelines*, the World Bank, in collaboration with UNDP and the EU, developed *Disaster Recovery Framework Guidelines*. This new instrument builds on the *PDNA Guidelines* and specifically addresses the need for directives on how to translate the PDNA recovery strategy into specific medium- and long-term recovery plans and how to establish the necessary institutional framework to implement these plans. Both the PDNA and DRF guidelines were completed in July 2014, and a first presentation of all these materials took place at the Second World Reconstruction Conference (WRC2) in September 2014, and revised and updated versions were launched during the 3rd World Conference on Disaster Risk Reduction held in Sendai, Japan, on March 2015.

A standard 3.5-days PDNA training course was developed, including lectures and practical exercises based on a case study. The PDNA training is focused on understanding the sectorial evaluations of disaster effects and impacts and the formulation of the recovery strategy. In addition, the protocols that must be followed by partners and interested governments to request a PDNA, as well as an orientation on the team composition and the write up of sectorial reports and the executive summary are part of the training. This package was designed in a modular format that allows preparation of shorter overviews for busy high level officials and other interested parties. A session that introduces the concept and approach of the DRF and guides participants through the transition of the assessment and the long-term planning challenges is also part of this package.

In 2016, a new modality of jointly presenting the PDNA and DRF in one training session was introduced and applied at the country level (so far, in Uganda, the Ivory Coast and Serbia) and for one intergovernmental organization in Africa (ECOWAS). The new approach schedules 2.5 days for the PDNA and 1.5 days for recovery planning. While demanding, this approach is a good opportunity to promote the sound practice of conducting a PDNA and formulating a recovery strategy a few weeks after a disaster as the entry points to detailed recovery planning and implementation that not only strengthens institutional arrangements and coordination, but also serves as a financing and monitoring mechanism for long-term recovery.

The training package has proved valuable beyond this project. A condensed version of the training

package has been used by the UNDG, the World Bank and EU to prepare government officials and other assessment experts in preparation for actual assessments. Two-day introductory courses have been used to bring evaluators together to review key concepts, definitions and agree upon procedures to conduct the assessment.

Additionally, the World Bank and the specialized agencies of the United Nations System are currently making use of the PDNA training materials to independently train their own staff, as well as government officials in several countries not included in this project. This process is expanding dissemination of the PDNA materials and the pool of PDNA practitioners.

In an effort to make this training package available to a wider range of government officials, staff from the United Nations agencies, partners and practitioners, the option of on-line training has been considered as part of the project deliverables. This endeavor requires careful consideration of the best technical options, and a balance between the quality of the content and design vis a vis the potential costs. Considerable progress has been made to date on this matter (details on current status are provided later in this report).

Standard training materials; refinement of training materials; training materials available in different languages (Actions 1, 2, 3 and 8):

As already indicated, the PDNA training package was jointly prepared by the UNDG, World Bank and EU. In view of its inter-agency nature, this was a protracted process that demanded a number of meetings and workshops to review and validate the material. Such processes guaranteed that the package benefited from inputs of all partners, ensuring quality and accuracy, and that it was recognized and owned by all. Following the end of a trial period in using the package in a number of training sessions for government officials, regional centres and practitioners (June to December 2014), the final PDNA training package was completed, revised and agreed with UNDG, World Bank and EU partners in March 2015. The package is constantly revised on the basis of feedback from training participants.

The training package includes: i) a set of power point modules that cover key concepts and definitions and steps of an assessment; ii) a standard case study for a group exercise on the practical application of the PDNA methodology; iii) the PDNA and DRF guides. While the training package has been fully agreed upon by the partners, it is important to note that it is also designed to be flexible, allowing the material to be adapted to the target audience. A number of case studies and short exercises to address key concepts have been systematically incorporated to address specific local needs and interests, for example, four new case studies focused on different hazards are now available, among them, an earthquake in Central America, and a volcanic eruption in Ecuador and floods in Africa.

The training materials are available in four languages: English, French, Spanish and Portuguese. For easy reference, all the training materials can be downloaded from the following link: ***PDNA training package 2016.***

Launching of PDNA training materials (Action 9):

The *PDNA Guidelines* and *Disaster Recovery Framework Guidelines* and the PDNA training package have been consistently promoted at global events on Disaster Risk Reduction and Recovery, including the Second World Reconstruction Conference (WRC2) held in September 2014 in Washington, D.C., USA, the Second Recovery Forum organized by the International Recovery Platform (IRP) in January 2015 in Kobe, Japan, and the Third Disaster Risk Reduction Conference in Sendai, Japan, in March 2015. These tools are also accessible on the websites of UNDP, the World Bank and IRP.

http://www.undp.org/content/undp/en/home/ourwork/climate-and-disaster-resilience/resilient-recovery/post-disaster-needs-assessments/

https://www.gfdrr.org/recovery-framework-0

http://www.recoveryplatform.org/pdna/pdna_guidelines

Schedule of PDNA workshops (Actions 4 and 7):

Based on discussions among the three partners and training recipients, a calendar of training events was agreed and validated in June 2014 with seven intergovernmental organizations, six United Nations Regional Centres and the governments of twelve high disaster-risk prone countries, as foreseen by the project. (Details of the training and related achievements can be found under Output 2 of this report.)

PDNA E-Learning Module (Actions 5 and 6):

The development of a PDNA e-learning module is in progress, both regarding its content, design and modality of delivery. A series of consultations with potential providers have been undertaken, including The Latin American Faculty of Social Sciences (FLACSO), the International Labour Organization (ILO) training centre, the World Bank Institute, the National Polytechnic School in Guayaquil, Ecuador and other well-known institutions that have engaged in the production of e-learning tools. Discussions were also held with partners involved in the project, particularly the World Bank (February 2016), whom has indicated an interest in developing a joint on-line training course for the PDNA and the Disaster Recovery Framework.

Taking into account World Bank suggestions and a recent consultation with United Nations agencies in March 2016, two options are under consideration for the e-learning tool:

1) **A blended training course** that would combine a mandatory on-line introductory course, of 6 to 8 hours, focused on the four key sectors of analysis, followed by a classroom-type session that would emphasize practical applications in the subsectors; or

2) **A standalone on-line training course**, which would include one module for each of the 18 subsectors. This on-line training could be a self-paced course, which represents an advantage for

busy officials and practitioners. However, it would be an expensive investment that would require sustained monitoring and evaluation.

A final decision on the best technical and financial option will be made in the coming months. This activity will be undertaken with additional funding outside the scope of the EU-UNDP agreement.

2.2 *Output 2*: National governments, United Nations country teams, United Nations regional centres and regional bodies acquire capacities to conduct PDNAs and PDNA processes are institutionalized within selected project countries.

Conduct training needs assessment for 6 United Nations regional centres, 7 IGOs and 12 countries; training of trainers in six UNDP and United Nations regional centres; PDNA training in 12 countries for government, UNCT, WB and EU; PDNA training for 7 IGOs; training for headquarters staff of United Nations agencies and partners (Actions 1 to 5):

The project conducted all the PDNA training events originally agreed in the project document, with additional training events for national government officials in two countries. A total of **28 training sessions** (**12 countries, 7 IGOs, 4 UN Regional Centres note that 2 of these trainings were jointly done with the relevant IGO in the region i.e. in Nairobi with IGAD and in Antalya-Turkey with ECIS**), **4 UN and partners HQ, 1 ToT**) were conducted during the reporting period, please see details on tables below.

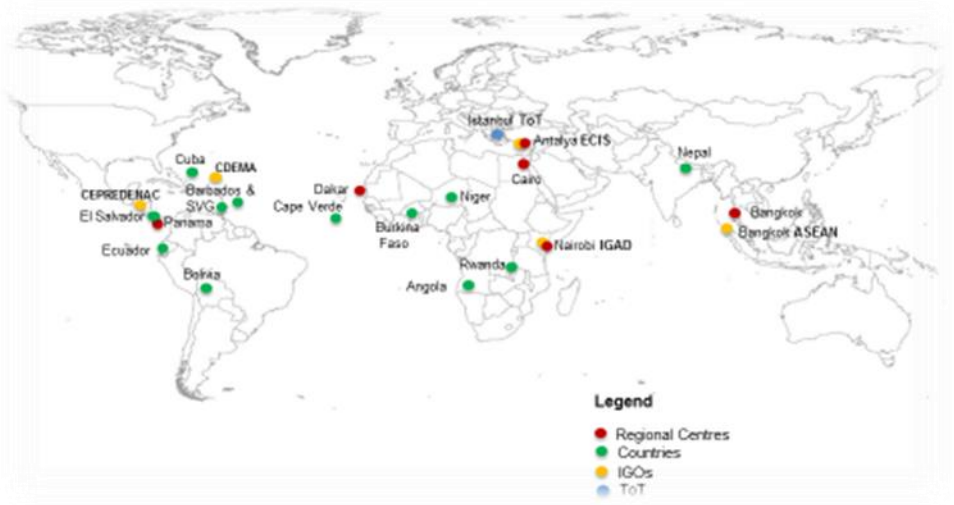


Fig. 2 PDNA training conducted as part of the PDNA Rollout Project

Before the actual conduct of the training events, a training needs assessment was conducted at the regional and country levels to better understand the interest of inter-governmental organizations, national governments and United Nations regional centres on the PDNA methodology and gauge their specific capacity building needs. A detailed template to collect this information was developed and revised under the project in order to widen the information collected and provide a broader perspective on existing recovery capacities and expertise, including those on PDNAs. The

compilation of a similar template was requested by practitioners during the training events and the information collected was used to define profiles of PDNA experts that have been included in the PDNA expert roster (see output 3 for more on this).

The training for national government officials constituted the core of this capacity building programme, as it essential that governments can lead PDNA processes. It is equally essential that governments can rely on the provision of external technical support when their capacities are overwhelmed. To this end, and in view of their support functions to governments in conducting PDNAs, the project engaged in building capacities also of selected personnel of regional inter-governmental organizations and United Nations regional centres. The regional IGOs were particularly receptive to this training opportunity and expressed interest in further supporting individual country members in improving their recovery planning and assessment capacities, including the formulation of recovery frameworks.

Training at the country level

Training courses were conducted for government officials in **12 countries**, as seen in the table below.

Table 1. Twelve training sessions in countries

LOCATION	REGION	DATES	LANGUAGE
Nepal	Asia	August 2014	English
Cabo Verde	Africa	April 2015	English/Portuguese
Rwanda	Africa	June 2015	English
Barbados	LAC	June 2015	English
Cuba	LAC	July 2015	Spanish
Saint Vincent and the Grenadines	LAC	July 2015	English
Angola	Africa	August 2015	English/Portuguese
Bolivia	LAC	September 2015	Spanish
Ecuador	LAC	October 2015	Spanish
El Salvador	LAC	November 2015	Spanish
Niger	Africa	December 2015	French
Burkina Faso	Africa	November 2015	French

By making alliances and partnerships with other initiatives taking place at regional and country levels, the project was able to scale up the impact of the PDNA capacity building strategy. In Central America for example, an on-going UNDP initiative to strengthen recovery processes was aligned to the PDNA Roll-out Project and the World Bank, with its own resources, decided to increase the

number of trained countries in this region. As a result, through this agreement, three additional countries have been trained or are completing PDNA training: Honduras (May 2016), Nicaragua (June 2016) and Guatemala (dates to be confirmed). A similar situation happened in the Caribbean, where seven islands have been trained on the PDNA methodology with additional funding from the Global Facility for Disaster Reduction and Recovery (GFDRR) through the United Nations Caribbean sub-regional hub. In Africa, Uganda was added to the list of targeted countries with additional support from the World Bank, as well as Georgia and Serbia in Eastern Europe, with funding from UNDP and the World Bank respectively, outside the scope of the EU-UNDP agreement.

In addition to the training events originally foreseen by this project and those mentioned above, further training programmes were delivered for government officials in countries that actually undertook a PDNA during the project period, this has been done with additional funding to the EU-UNDP agreement. These served as orientation for government officials and other relevant in-country partners to ensure their understanding and ability to conduct the needs assessments. For instance, a team of UNDG, World Bank and EU staff trained government officials in Kathmandu, Nepal, after the April and May 2015 earthquakes in preparation for an assessment. Nearly 250 government officials and members of various aid agencies were trained over a two-day period, with training covering the essential PDNA steps, including direct data collection and its analysis for estimating effects, impact and recovery needs in sectors to be assessed.

Training for intergovernmental organizations

Fig. 3 PDNA training for the SAARC member countries, Colombo 2016

During the implementation period**, seven training events for inter-governmental organizations including one more for ECIS member countries (although without a formal inter-governmental structure)** took place, as seen in the table below.

Delegates from member countries and staff from the IGO's Secretaries attended these activities. In several regions, these training were followed by in country workshops and methodological adaptations to national and local conditions, for example in Cuba in the Caribbean, El Salvador in Central America, Laos and Nepal in South East Asia, Rwanda and Uganda in Africa and Belarus and

Kirgizstan in the ECIS region, as detailed later in this report.

Table 2. Seven training events for intergovernmental organizations

LOCATION	TYPE	REGION	DATES	LANGUAGE
Bridgetown	CDEMA	LAC	July 2014	Spanish
Panama	CEPREDENAC	LAC	August 2014	Spanish
Bangkok	ASEAN	South East Asia	July 2015	English
Antalya*	ECIS (jointly with United Nations regional centre)	East Europe	October 2015	English
Nairobi*	IGAD (jointly with United Nations regional centre)	East Africa	November 2015	English
Nigeria	ECOWAS	West Africa	March 2016	French/English
Colombo	SAARC	South Asia	April 2016	English

Some of the workshops were combined to optimize available resources. For example, IGAD and ECIS were combined with the relevant United Nations Regional Centre, this practice proved to be a good opportunity for participants to build working relationships between UN staff and their counterparts. Also, other strong partners with regional experience and interest in recovery activities were invited to regional sessions, which proved particularly useful in Asia, where the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), the Asian Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA) and the International Recovery Platform (IRP) have played a very active role in supporting and co-facilitating PDNA training for ASEAN and SAARC.

Training for United Nations agencies and partners

As part of the project's capacity building strategy, six training sessions were held for United Nations regional offices, as seen below.

Table 3. Six training sessions for United Nations regional offices

LOCATION	REGION	DATES	LANGUAGE
Cairo	Arab States	June 2014	English
Bangkok	Asia	June 2014	English
Dakar	West Africa – including practitioners	May 2015	English
Panama	LAC – including practitioners	June 2015	Spanish
Antalya*	Europe and CIS – UN staff joint government officials from ECIS	October 2015	English
Nairobi*	East Africa – UN staff joint government officials from IGAD	November 2015	English

In Istanbul in early 2015 one training of trainers at the global level was conducted as part of the project activities. This particular training was relevant because it allowed the integration of a core team of trainers and sector specialists who were deployed to several regions, in a parallel fashion permitting accelerate the project implementation. This strategic training helped expand the project's expert roster and meet the challenges of a quick reply to the request of IGOs and countries. In addition, , four training sessions addressed to practitioners and United Nations headquarters-based staff were also completed in New York and Geneva for the benefit of a number of agencies which headquarters are in Europe.

Table 4. Five training sessions for headquarters staff and partners

LOCATION	AUDIENCE	DATES	LANGUAGE
New York	HQ based UN staff	November 2013	English
Geneva	HQ based UN staff	February 2014	English
Istanbul	Global - Practitioners ToT	April 2015	English
Geneva	HQ based UN staff	February 2016	English
New York	HQ based UNDP staff	May 2016	English

Participants in the training

Fig. 4 Participants to the ECOWAS training from 13 member countries, Abuja 2016

On average, each PDNA training was attended by 40 participants. In total, the capacity building component of this project reached around 1200 participants, 500 government officials and practitioners at country level, 300 representatives of intergovernmental organizations, 250 United Nations regional centre staff, European Union and World Bank staff. In addition, 150 people from

headquarters level and partners were trained as trainers (ToT). The regional breakdown of the in-country training is below:

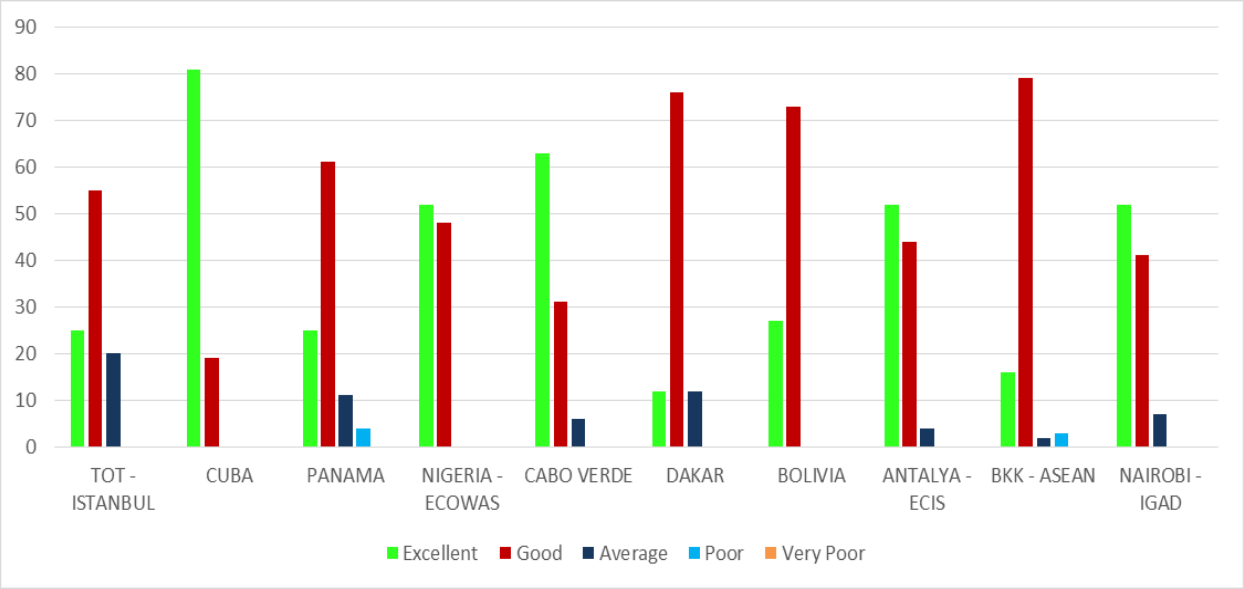
- 40 percent Africa
- 36 percent Latin America and the Caribbean
- 16 percent Asia
- 8 percent Eastern Europe

The delivery of the training was systematically conducted in cooperation with relevant United Nations specialized agencies, the World Bank and the EU at headquarters, regional and country levels. With the exception of six training sessions undertaken in 2014 to test the first version of the training package (one in-country, two for inter-governmental organizations and three for United Nations staff), most of the capacity building occurred between April 2015 and April 2016 at a rate of nearly two training events per month. This process required an enormous effort by UNDP and its partners in directly providing and/or mobilizing the necessary technical support. The organization and delivery of the training also involved tight coordination and supervision from UNDP, which put in place a dedicated team to undertake this function and coordinate with its regional and in-country teams.

Each training event involved a three and half day programme, mirroring the structure of the training package, which included key concepts of PDNA methodology, sector specific concepts and a practical exercise based on a case study. It is important to note that for each training programme, the standard training package was revised and adjusted to best respond to the needs of the target audience.

Training evaluation

Fig. 5 Summary of 10 randomly selected training evaluations



Evaluations completed by the participants after each training event showed overall agreement that the training sessions were well conducted and that the training materials were relevant and useful. An analysis of 10 randomly selected evaluations showed that 40 percent of the participants considered the training to be excellent, 53 percent rated the training as good, 6 percent thought it was average and one percent considered it poor.

Ten questions from the standard training evaluation conducted after each one of the training sessions are summarized in the table below (using the same ten randomly selected PDNA training sessions of the chart above). These questions helped assess the perception of the participants regarding the pertinence, usefulness and quality of the training package. A summary of the average response to each question is shown. Eight questions received an 80 percent acceptance rate, indicating good progress on overall content of the training package and its delivery. 32 percent of the participants called for improvements in time management of the sessions (the implementation team is carefully considering this issue). On the other hand, 76 percent of participants consulted were satisfied with the time allocated for questions, answers and exchange among participants.

Table 5. Average results of the standard questionnaire applied in 10 PDNA workshops

Question	% totally agree and agree
1. The training met my expectations.	84
2. I will be able to apply the knowledge learned.	91
3. The training objectives for each session were identified and followed.	83
4. The content was easy to follow.	80
5. The presentations and materials were pertinent and useful.	81
6. The trainers were knowledgeable.	87
7. The quality of instruction was good.	84
8. Participation and interaction were encouraged.	84
9. Adequate time was provided for questions and discussions	76
10. Time management was good.	68

A network of PDNA practitioners consolidated and yearly follow-up meetings (Actions 6 and 7):

The global training of trainers (ToT) held in April 2015 in Istanbul allowed the project to identify and train nearly 40 practitioners - including staff from United Nations agencies, the World Bank and the EU - from different regions and sectors who are now in a position to support field assessments and PDNA training.

To expand the number of independent PDNA consultants and experts who can support post-disaster evaluations within their respective regions and countries, the project made sure to include capable professionals with recovery experience and a solid understanding of disaster risk reduction

concepts and build back better principles. These experts have been incorporated in country and regional databases.

An expert database was established to facilitate the management of the pool of experts and their deployment for PDNAs. This database, managed by UNDP, is continuously populated with additional practitioners identified at the regional and country level and it constitutes a solid network of professionals to support PDNA training and implementation. (Additional details on this are provided under Output 3.)

Developing information systems and baselines for use in PDNAs (Actions 8, 9 and 10):

Ten countries were selected to develop information systems and baselines for use in PDNAs. The following table lists the countries engaged in this activity, with a short summary of expected outcomes, main activities and products. The activities undertaken as part of this adaptation exercise include workshops with a wide range of end-users and stakeholders to validate the results.

Table 6. Countries that developed baselines and systems for PDNAs

Country	Outcome	Activities/Expected Products
RWANDA	1. Country-PDNA guidelines formulated, including adaptation to the sector-specific guidelines to the Rwanda context.	1. Agreed guidelines for PDNAs in Rwanda, including sector-specific considerations.
	2. Formats/templates for data collection and schedule of unit costs standardized.	2. A set of standardized templates for data collection available.
	3. Key sectors to be covered in the PDNA and sources of baseline data and actual damage and loss data identified.	3. An agreed procedure for selected sectors and a catalogue for data collection.
BOLIVIA	1. National Integrated Planning System (SPIE) access to specialized sectors improved and decentralized local governments to facilitate the collection of baseline information for PDNA and recovery planning. Databases include infrastructure and physical assets per sector, relevant information related to economic flows for example coverage of basic services (potable water, health, education, energy) and cost of provision of services.	1. An agreed mechanism to populate databases for PDNAs and grant access to different sector ministries and local governments, provincial and/or municipal.
	2. The national information system incorporated sector specific information at the national and local levels to facilitate PDNAs, including pilot applications in the productive sector.	2. A PDNA module incorporated in the national information system.
	3. Agreed guidelines to conduct PDNAs.	3. A proposed protocol to guide PDNAs in Bolivia.
ECUADOR	1. A methodology to estimate PDNAs adapted to the national context.	1. One methodological document to estimate post-disaster needs adapted to the national context.
	2. An information system prepared to collect information for PDNAs and standardized the baseline information required.	2. A harmonized and standardized catalogue and templates for data collection per sector to facilitate PDNAs.

	3. Established a protocol for post-disaster data collection and assessment.	3. A standard procedure and protocol, including a suggested national structure to conduct needs assessments and recovery processes validated with participating institutions.
EL SALVADOR	1. PDNA methodology adopted and contextualized according to national sectorial priorities.	1. A nationally adapted post-disaster needs assessment guide tailored to national requirements and existing policy and institutional arrangements.
	2. An information system to collect sectorial data to facilitate post-disaster needs assessments.	2. a) PDNA information module incorporated in the national information system managed by the MARN which will be accessible to interested ministries and will include baseline information per sector with pilot applications in agriculture and public works (infrastructure); and b) a set of adjusted templates and formats for data collection and analysis.
	3. Protocols to implement recovery in post-disaster established.	3. SOP to undertake PDNAs and formulate recovery strategies agreed among participating organizations and widely disseminated at the national and local level.
CUBA	1. Information System strengthened to facilitate PDNAs.	1. A validated methodology for PDNAs adapted to national context and reality.
	2. Harmonized templated for post-disaster data collection available.	2. Standardized templates available.
	3. A proposed standard procedure to conduct PDNAs agreed.	3. A draft proposal agreed with national and local institutions.
BELARUS	1. Expert assessment of the current national experience in the field of recovery and PDNAs carried out and awareness raised about PDNAs.	1. Analysis of current legislation and administrative procedures for PDNAs. 2. Recommendations to improve national procedures to international standards. 3. Results of consultations with stakeholders. 4. Final report on PDNAs.
KIRGIZSTAN	1. Existing PDNA policies and practices reviewed.	1. Stocktaking of PDNA environment. 2. Applicability of PDNA methodology at the practical level and in recovery reviewed. 3. PFM and NAFA norms and standards reviewed against PDNA methodology.
	2. Information Management policies and practices, including SNA reviewed.	1. Stocktaking of Information Management practices.
	3. A dialogue for further PDNA adaptation and institutionalization facilitated.	1. Consultative meeting conducted to discuss and agree on the developed recommendations.
UGANDA	1. Nationally-specific guidelines to support PDNA established.	1. Reviewed previous PDNAs in Uganda and global best practices to identify sources of baseline data in key sectors. 2. Standardized formats/templates for data collection and parameters for estimating cost of damages and losses by core sectors. 3. Developed draft guidelines to support a PDNA roll-out. 4. Validated templates, rates and guidance note.

		5. Integrated data sets and related information into the NECOC's online platform. 6. Published a PDNA guidance note.
LAOS	1. National agencies and provincial authorities in two provinces are better able to apply the PDNAs and collect baselines for the PDNA.	1. PDNA templates transferred into excel sheets to automate data collection from provinces and districts. 2. Nationwide training conducted on PDNAs, including the use of excel sheets, deepening the knowledge of national stakeholders who participated in the first round of PDNA training.
	2. First step towards PDNA information management taken through transfer of the guidance notes tables and templates into excel format.	1. An automated tool which can calculate or aggregate quickly the damages and losses estimated from the field.
NEPAL	1. Application of PDNA for development of National Recovery Framework.	1. Develop PDRF TOR. 2. Draft guidance for Sector Teams. 3. Sector Team orientation workshop. 4. Draft sector PDRF chapters (UNDP led/participated - Tourism, Livelihoods, Governance, Environment and Forestry, Gender and Social Inclusion.). 5. PDRF validation workshop. 6. Print PDRF document.
	2. Support local consultations for recovery planning.	1. District level workshops. 2. TA to support compilation and analysis of district inputs. 3. Integration of district level inputs to the PDRF.

These ten countries have made good progress in the development of information systems and baselines for use in PDNAs at the country level, with Nepal and Laos achieving significant results. This activity is being completed with additional funding provided by UNDP, outside of this EU-UNDP agreement.

Some important results accomplished to date include the following:

- **Laos:** produced simplified guidance notes to help line ministries estimate the effects and impacts in most economic sectors of the country.
- **Cuba**: incorporated PDNA standard terminology and baseline indicators per sector in their standard templates for post-disaster data collection. The templates were ready to be used in the 2016 hurricane season.
- **Rwanda:** completed a customized tool for the housing sector, including baselines and cost parameters. Other sector guides are under development, in addition to a National Recovery Strategy that was fully formulated and endorsed by the government.
- **Nepal**: with the support of the World Bank and the UNDP Country Office, produced a full recovery plan as a follow up to the PDNA conducted after the 2015 earthquake.
- **El Salvador:** completed adapted PDNA guidelines and sector guidelines, particularly for the agriculture and infrastructure sectors are underway.
- **Ecuador:** was in the middle of completing a catalogue and the guidelines to consolidate

baseline information for all the sectors of the PDNA when the 16 April earthquake struck, and this delayed the adaptation exercise.

2.3 *Output 3*: Roster of experts in PDNAs available for deployment

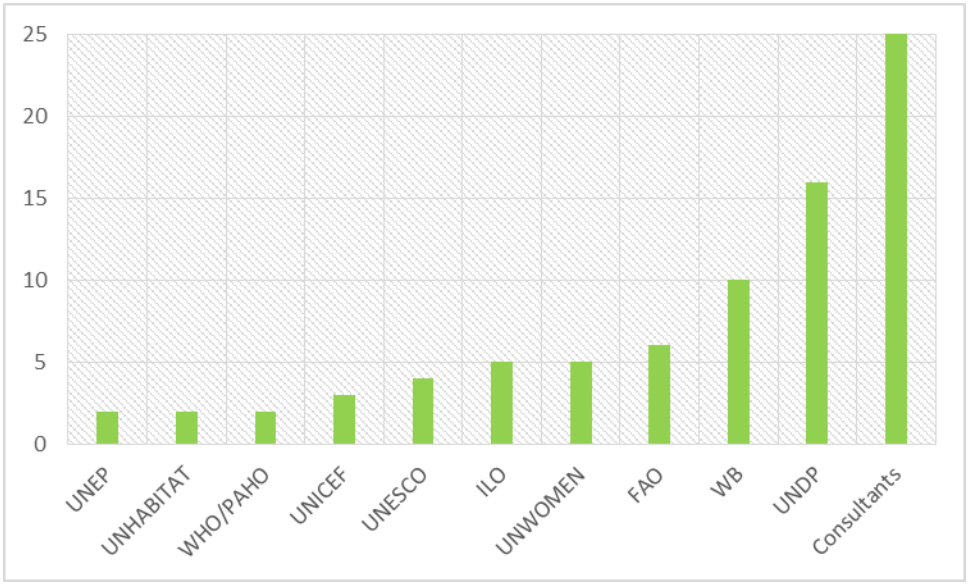
The roster of PDNA experts and sector specialists significantly increased during this last year, thanks to the global, regional and in-country training events. This allowed identification of new staff from UNDP and other United Nations agencies, as well as staff from partner organizations, to progressively become part of the facilitator teams and undertake new roles and responsibilities during PDNA training.

A total of 81 experts are part of the roster for PDNA. From an initial 6 core trainers, those who can undertake all the methodological sessions, the number of proficient trainers expanded to 26, (4 times increase). These trainers are now capable of supporting PDNA training at different levels i.e. regional and in country. Similarly, the number of sector specialists from the UN Agencies and the World Bank increased from 12 to 54, (4.5 times increase) since the start of the project. The number of independent consultants also improved to 25 independent consultants who are now part of the PDNA Express Roster managed by the Crisis Response Unit, CRU.

The purpose of maintaining a Project Roster of Experts is to progressively submit potential candidates through established procedures to be considered and eventually incorporated into the Express Roster managed at the institutional level by the UNDP Crisis Response Unit (CRU).

The specialized agencies also maintained and progressively incorporated new PDNA sector specialists into their own rosters. The World Bank, ILO, FAO, UNWOMEN and UNDP have incorporated a number of experts into their own rosters.

Fig. 6 Affiliations of the PDNA Roster of Experts



As already reported, five TORs with PDNA specialist profiles for the inter-agency roster have been developed and the handling of this joined institutional roster is still being finalized.

Actions 1 to 5 under Output 3 have advanced, with a standard PDNA concept note and TORs for roster experts available. In addition, TORs for all the profiles required to undertake a PDNA are also available, among them:

- PDNA Planning Mission
- High Level Management Team
- PDNA Coordination Team
- PDNA Technical Support Functions
- Report Writing
- PDNA Sector Specialists (Agriculture, Environment, Gender, Housing, Livelihoods, etc.)
- Information Management Specialist

A meeting of United Nations PDNA focal points took place in Geneva in February 2016. The purpose of this gathering was to: 1) review the PDNA Roll-out Project with United Nations partner agencies to understand lessons learned and improvements needed for a possible second phase of the project; and 2) review current procedures to undertake joint PDNAs after a disaster within the existing tripartite agreement, including improvements in coordination with governments and among participating agencies and the post assessment engagement in the recovery implementation.

Overall, these participating agencies - whom have been instrumental partners in the PDNA process – gave positive feedback and evaluations of the process. The United Nations agencies showed interest in continuing to support the PDNA process provided that enough funding is assured for their engagement. A number of detailed recommendations discussed in the meeting are summarized below.

Item and recommendation	Action point
Training modules Need to engage policymakers and high level government officials to raise interest and promote the use of PDNA.	• Put together a shorter PDNA module on procedures and policy elements and relevance of the PDNAs for senior policymakers. • Inclusion of PDNA sessions in HC/RC training.
Case Study The use of a generic case study such as "Someland" vis a vis tailor-made exercises. The first one could work better at the global and regional levels, while the later can be considered for training at country level	• Review "Someland" to make it more consistent across sectors. • Include enough data for a good analysis. • Consider local examples to complement the generic exercise.
Templates for data analysis The templates provided in the sector guides help register basic	• Develop templates, by sector, to support the estimation of damage, losses and needs.

data on damage and losses, but don't allow the actual calculations.	• Use these tables in the practical exercises, including assumptions for costing, proxies for loss information, etc.
Training methodology Use adult learning practices and expert facilitation to make the training more dynamic and interactive.	• Use expert facilitation. • Include panel discussions and more country examples. • Share lessons learned from real PDNAs.
Roster of experts for deployment Experience shows that it is difficult to make use of trained experts when needed for deployment of facilitation.	• Get written agreements for release of participants. • Explore "mentoring" vs. training, UNESCO and UNICEF have seen good results. • A good balance between training and mentoring could be optimal.
Core Team of Trainers	• Build the pool by mentoring training participants through deployments for PDNA and backstopping remotely. • Training skills of core team to be improved through training on skills for facilitation and communication. • Enough funding should be identified to cover the participation of sector specialists in the training.
Sustainability of Training Face to face training is costly and requires a complementary strategy to make capacity building sustainable over time.	• Launch the online course to increase coverage. • Explore a standalone introductory course combined with face to face training. • F2F training can be once or twice annually, linked to the online course.

To optimize resources, PDNA experts in the roster and new independent consultants who have shown potential to become part of the roster are invited, on a regular basis, to take part in the PDNA training at country and regional levels. This way, roster members and independent consultants are trained and updated on the most recent developments of the methodology, case studies and complementary exercises. Sister agencies have been also incorporating new professionals into their own sector specialist networks.

2.4 *Output 4*: Communication strategy for PDNA is implemented to increase awareness among national governments and other stakeholders on the process for conducting PDNAs.

Develop communication materials with key messages on PDNAs; prepare communication dissemination plan; populate IRP managed PDNA workspace with PDNA material, toolkits and reports; organize an annual e-progress review; prepare and disseminate annual report of the project activities. (Actions 1 to 5):

A communication strategy for the PDNA was completed to increase awareness among national governments and other stakeholders on the process for requesting and conducting PDNAs, its protocols and its overall contribution to recovery planning.

A communications consultant was hired to: a) formulate a communications strategy for the PDNA Roll-out Project and recovery activities at large; b) design a suite of promotional materials addressed to different audiences, featuring different aspects of the PDNA process and methodology; and c) review and revamp existing templates used for training sessions, including the presentations, handouts, agendas, logistics notes and others.

Key elements of the communication strategy formulated by the consultant are summarized below. Most of them have already been implemented, others are part of a continued effort carried out on regular basis.

Specific objectives and achievements

Awareness raised on the availability of the PDNA tools via the following actions:

- Communication strategy prepared.
- PDNA rollout project branded.
- Communications products prepared and disseminated to help spread the word about the existence of the PDNA tools.
- Communications products disseminated that inform on how to access roster services and instruct experts on how they can become part of the roster (including PDNA roster added to the UNDP site for Expert Rosters).
- Community of practice knowledge exchange mechanism set up.
- High level management at the United Nations is aware of the PDNA tools available, and received guidance.
- Informational documents on PDNAs (brochure, fast facts, infographic, 10 Things UNDP Does in Post-Disaster Recovery) disseminated to RCs/CDs, regional bureaus, partner agencies and government officials.
- Checklist on PDNA protocols disseminated to RCs/CDs and regional bureaus.
- Heads of other agencies are aware of the PDNA process and tools available.
- Government officials, and specifically those ministries with disaster response and preparedness portfolios, are aware of the PDNA process and UNDP's ability to provide concrete support (via the PDNA tools and PDNA briefs).
- PDNA videos [1] shared with top government officials, particularly those with disaster response and preparedness portfolios. It is also *proposed* to share a video that describes key steps of and requirements for a PDNA, including footage of real PDNA experiences.

An increased understanding of the value of the PDNA process was achieved by:

- sharing a Best Practices Note in PDNA training and in other training events, and with general audiences;

[1] World Bank video introducing the PDNA (10 minutes, English): www.youtube.com/watch?v=sZKKMd1feVY. UNDP introduction video (5:48 minutes, Spanish, Latin America and the Caribbean): www.dropbox.com/s/ahcng7bizz1xutp/PDNA%201%20FINAL%20version%20to%20upload.m4v?dl=0.

- making the Best Practices Note available on web pages and highlighting it on social media feeds;
- posting photos of PDNA activities on web pages and social media feeds; and
- disseminating press releases (tied to a key event) to media and/or posted on appropriate web sites and social media.

PDNA training is more effective

- training materials were reviewed and improved;
- brochure, fast facts, 10 Things, PDNA brief, Best Practices note, videos and any other new materials were made available for training sessions;
- trainees and trainers are connected via a community of practice mechanism.

Donors are supportive of PDNA processes

- all new communications materials are shared with donors;
- donor meetings held about the PDNA roll-out in headquarters, regional and country offices (scheduled for the release of the final report).

Media and internet coverage of the PDNA Rollout project accelerated

- relevant media targeted with a press release (to be hinged on the final report), highlighting project success stories;
- web sites housing the PDNA documents reviewed and improvements suggested (i.e., UNDP global site);
- PDNA issues profile raised on the UNDP global web site; and
- social media engaged around PDNA rollout activities.

Communications materials support the sustainability of the PDNA project

- PDNA training materials are improved;
- e-learning tools are linked to the communications products and vice-a-versa (to be done when e-learning tool rolls out);
- communications materials are available for training sessions of UNDP and other partners, and made available to regional offices and organizations for both general use and training efforts;
- communications products are translated into the major languages of the PDNA project; and
- communities of practice mechanisms established.

The communications consultancy helped capture and convey key aspects of the methodologies and processes involved in the entire spectrum of assessment and recovery. It is expected that the mechanisms by which the advances of PDNAs are communicated and reported will be improved based on this professional advice.

An important feature that was put in place was a LinkedIn group of professionals who are invited to post news, comments and other issues related to PDNAs and recovery planning and implementation. This initiative has been well received and over 80 interested professionals have joined the group.

Regarding the joint work done with IRP to manage a PDNA workspace, regular action has been undertaken to improve and update the content of the website. The most recent actions were carried out during the first quarter of 2016 and they include the following:

1. Disaster Recovery Framework
Developed a separate menu under PDNA page for "Disaster Recovery Framework" and uploaded 9 documents for consultation.
http://www.recoveryplatform.org/pdna/disaster_recovery_frameworks

2. PDNA Work space
Updated the PDNA work space page
http://www.recoveryplatform.org/pdna/

The PDAN Work Space includes now a note to clarify who is entitled to use this workspace.
"Note: PDNA workspaces are accessed by members only"

3. PDNA Guidelines
PDNA Guidelines appear now in a more prominent place at the IRP top page, just below the section pick up from the month.
http://www.recoveryplatform.org/

Regular progress reviews for the project are conducted with partners from the UN Agencies and the World Bank. A quaternary meeting with WB colleagues is conducted to evaluate progress on joint activities and plan subsequent once. This mechanism helps to keep everyone abreast of evolution, issues and proposed solutions implemented as needed. EU colleagues are also periodically informed on the planning for the trainings and results of the evaluation conducted by participants after each one of the events.

An annual report has been systematically shared with the donor and every semester, progress and financial reports are prepared for the use of the UNDP under regular reporting mechanisms.

3. Implementation challenges and risk mitigation measures

Major challenges encountered during the implementation of the project were:

- An initial skepticism about the PDNA as a useful and practical tool to help governments better understand their recovery needs and formulate a recovery strategy had to be overcome through positive results obtained in the application of the tool. A main concern was the time needed to conduct a assessment vis a vis the urgency of counting with credible and quick results. This negative perception dissipated with excellent results in most cases, and the PDNA is now accepted as a credible and demanded tool by governments.

- The limited availability of experts to conduct training was a real challenge at the beginning of the project. This progressively improved through the training of trainers conducted at the

global level and the incorporation of new sector specialists and core trainers, in the roster of experts, after each one of the events.

- The need to work in different languages was a challenge that was acknowledge by integrating experts from different regions and undertaking full translation of the training package and the guidelines (PDNA Vol. A and B) into English, French and Spanish.

- While intergovernmental organizations were a key target of this project as important partners for raising awareness on recovery practices, promoting the application of standard methodologies and supporting member countries to conduct post-disaster assessments and recovery planning, these are very complicated political bodies that have their own procedures and ways of working with country members. Despite their interest in the methodology, it was a challenge to bring them on board to support this type of initiative. The project was successful in engaging six IGOs in this exercise. This was done through a sustained dialogue to show the benefits of having a standardized mechanism for post disaster needs assessment as well as a trained group of government officials who could promote the tool and the methodology nation-wide. Additional efforts are needed to maintain their interest and support to the PDNA process.

- Financial resources were limited and the regional training was expensive and required human and financial resources to make them successful. This challenge was overcome by making alliances and bringing in new partnerships as already explained throughout the document.

The main challenge that tended to delay implementation was the prerequisite to coordinate the training at global, regional and country levels among a wide range of stakeholders. Discussions were held with headquarters, regional and national authorities on the scope and needs of the training, an appropriate calendar of events, selection of trainers and facilitators, etc. On average, two months were needed from initiation to finalizing the delivery, evaluation and reporting of each one of the workshops. To mitigate this challenge, UNDP allocated (outside the scope of the EU-UNDP contribution agreement) 721,099 EUR and appointed a two-member team to coordinate and implement the project. The team was composed of a full-time manager and an administrative/financial assistant to support day-to-day work.

4. Overall results of the project

The Joint Declaration on Post-Crisis Assessments and Recovery Planning signed between the World Bank, European Union and the United Nations Development Group in 2008 has resulted in strong collaboration between the three partners to provide coordinated support to national governments in response to crises. Since 2012, the three partners have worked closely together to develop a joint methodology for crisis assessment, standard protocols for conducting assessments and training packages for developing capacities of staff and national government counterparts on PDNAs.

With project funds used for PDNA capacity and training efforts, UNDP systematically invested in streamlining PDNA methodology, guidelines and tools, including the development of standard training packages and creation of a roster of PDNA experts.

To summarize, the salient achievements of project are as follows:

PDNA established as a global practice: Through the joint efforts of the tripartite partners, the PDNA has become a standard tool for assessing disaster impact. There is wide acceptance of assessments conducted by the partners with the result that both governments and donors are making resources for recovery contingent upon assessments based on the PDNA methodology. Over the last three years, the partners have conducted assessments in more than 40 countries, resulting in allocation of resources from national budgets and donors for post-disaster recovery. (There continues to be high demand from national governments to conduct PDNAs, but still limited capacities at the national level to conduct assessments.)

Standard guidelines and methodology developed for assessments: One of the most significant achievements since the signing of the Joint Declaration by the tripartite partners in 2008, is the completed set of guidelines on the PDNA methodology and the protocols for cooperation among the partners. The *PDNA Guidelines* are in two parts: the generic methodology and protocols of Volume A and the 18 sector guidelines under Volume B. These guidelines have been disseminated globally through IRP, UNDP and World Bank websites and also in countries through the training and capacity building activities. The distribution of the *PDNA Guidelines* contributed to building a common understanding of the methodology and joint support that is provided by the tripartite partners under the Joint Declaration.

The pool of PDNA experts and practitioners expanded: The systematic capacity building conducted through the PDNA Roll-out Project considerably increased the knowledge and expertise of the assessment methodology among the three partners. The project also created a core team of trainers in each region to run training sessions and that can be deployed to countries for support. While there is still a massive need to train more people in the assessment methodology, this core group of trainers have begun to support country-level training and can contribute to future capacity building activities.

Adoption of guidelines and methodologies by several national governments: The PDNA training in countries prompted the interest from governments in adapting the global guidelines to their national contexts. Over the last few years, the project supported several countries to adapt the PDNA methodology to their country context. Besides the adoption of the assessment methodology, countries have instituted roles and responsibilities within government ministries for conducting assessments and developing recovery plans. This reduced dependence on external experts for conducting assessment.

Partnerships expanded to provide sustained support to governments in crisis: In the process of organizing training activities, UNDP reached out to a number of regional organizations, such as the Asian Disaster Preparedness Center, to support the training work. These collaborations and partnerships served to expand the use of standardized training packages in countries beyond the scope of the project and opened up opportunities for engagement with regional intergovernmental

organizations. Furthermore, UNDP was able to mobilize additional resources through donors for expanding work in countries. For examples, funds from the government of Japan and Luxembourg are supporting establishment of capacities in recovery assessment, planning and implementation in five countries in Africa. Thus the project has been a catalyst to scale up PDNA capacities in additional countries.

5. Visibility

During the implementation period, the PDNA rollout project offered a number of opportunities to promote visibility to the project and accurately communicate the project's objectives and progress. Target groups included Regional Intergovernmental Organizations, National Governments, as well as the development partners, among them the World Bank, the UN agencies, the IFIs, the Economic Regional Commissions and a range of stakeholders, both public and private that are engaged in post disaster recovery.

The communication and visibility plan also aimed to reach out to the European Union Delegations in the countries. To this end, EU delegations where always informed and invited to participate to the workshops and training events that were organized both at the country and regional levels.

Annex I summarizes some of the concrete actions undertaken to promote the visibility and communicate progress and results of the project, including the following:

- **Information and Communication Materials:** The project produced a number of new guidelines, handbooks and promotional documents, including brochures and flyers which were launched and disseminated widely through international conferences and meetings.

- **Websites:** UNDP, GFDRR, International Recovery Platform – IRP, UNDP Brussels Office

- **Press releases:** In support of key activities and milestones of the project, i.e. training programs.

- **Social Media:** In addition to the press releases, UNDP has made use of Facebook and twitter to widely disseminate the news about ongoing PDNA and training exercises and established a LinkedIn group for the PDNA practitioners.

- **Workshops and training events:** The use of banners, agendas, evaluations and the entire training package has a distinctive design that promotes the partners and highlights the PDNA methodology.

6. Financial report

In the reporting period, 1 November 2012 to 30 April 2016, the total amount spent by the project was EUR 1,426,578, thus achieving a full delivery of the approved EU budget of EUR 1,141,262.

As advised by the project team and previously discussed with the EU, additional resources in the amount of 721,099 EUR were provided by UNDP's Bureau for Policy and Programme Support to complement the project implementation, particularly activities related to outputs 1 and 2, and the additional costs of the project management component, which was not initially foreseen but was vital to coordinate implementation of the extensive action plan.

Annex II presents the final financial report in detail