

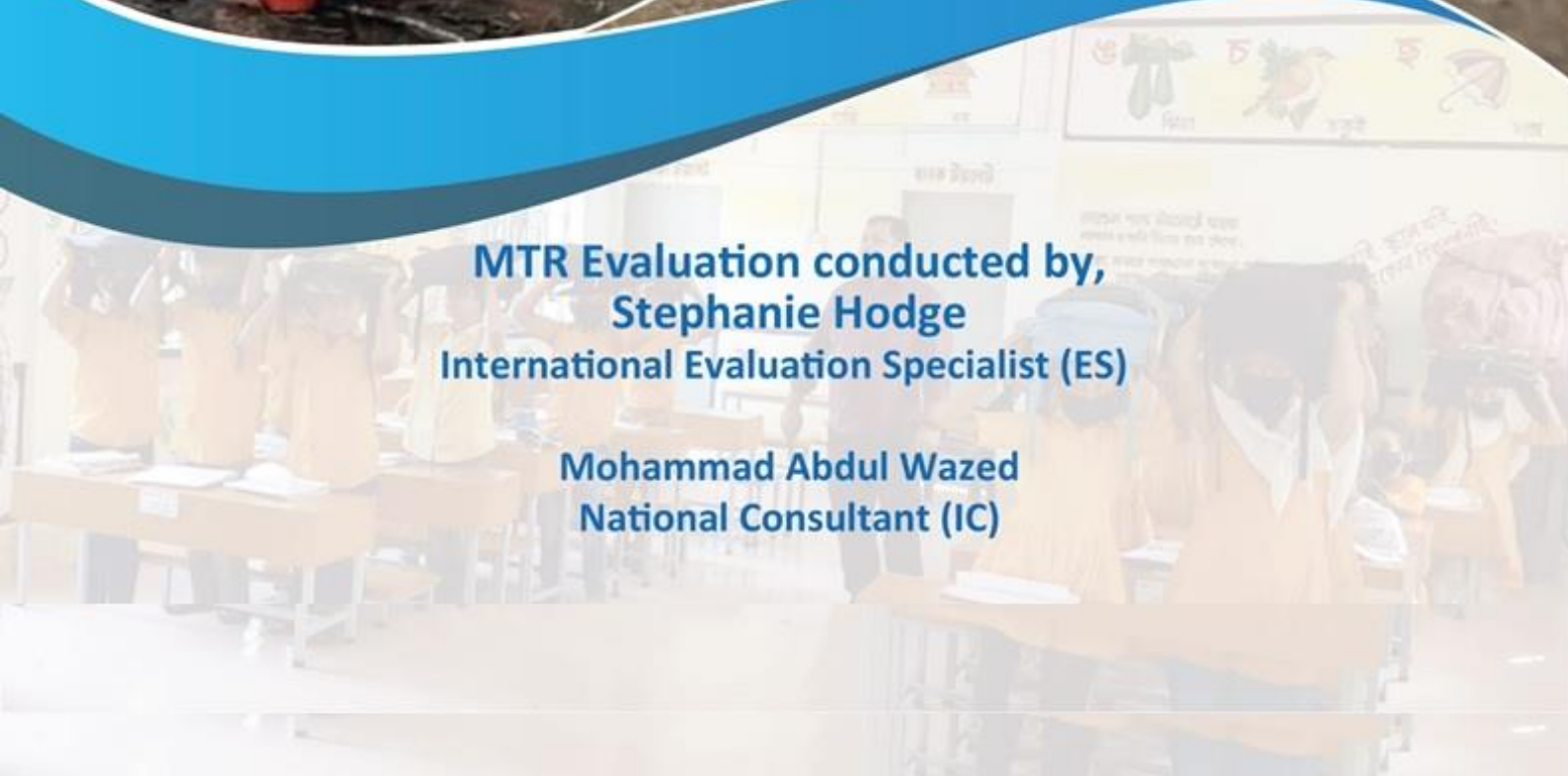


Disaster Response and Recovery Facility Mid-Term Project Evaluation Bangladesh



**MTR Evaluation conducted by,
Stephanie Hodge
International Evaluation Specialist (ES)**

**Mohammad Abdul Wazed
National Consultant (IC)**



Project Information		
Project Title	Disaster Response & Recovery Facility (DRRF)	
Atlas ID	00112092	
Corporate Outcome and Output	<p>SP Outcome 1: Advance Poverty Eradication in all its forms and dimensions SP Outcome 3: Strengthen resilience to shocks and crisis SP Output 1.3.1: National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis SP Output 3.1.1: Core government functions and inclusive basic services restored post-crisis for stabilization, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities SP Output 3.6.1: Women's leadership and participation ensured in crisis prevention and recovery planning and action</p> <p>UNDAF/CPD Outcome 3: Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups UNDAF/CPD Output 3.1: Government institutions have improved capacities, and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies</p>	
Country	Bangladesh	
Region	Asia and Pacific	
Date project document signed	30.09.2018	
Project dates	Start	Planned end
	01.10.2018	31.12.2022
Total committed budget	51,150,000.00 USD (UNDP Fund 1,150,000.00 USD and Disaster Window 50,000,000.00 USD)	
Project expenditure at the time of evaluation	22,668,352.00 USD (September 2021)	
Funding Source	UNDP TRAC-1, UNDP TRAC-2, CERF, Australian Government (DFAT), JSB (Government of Japan), MoFCOM-China Aid, SIDA, German Embassy, UNHCR, IOM, EC (ECHO), DFATD-Canada, DFID,	
Implementing party	UNDP	
Evaluation Information		
Evaluation Type	Project Evaluation	
Final/Midterm/Other	Mid-term Evaluation	
Period under evaluation	Start	End
	September 2021	October 2021
Evaluators	Ms. Stephanie Jill Hodge, International Evaluation Specialist (ES) Mr. Mohammad Abdul Wazed, National Evaluation Consultant	
Evaluators email address	shodge1@gmail.com wazed.abdul73@gmail.com	
Evaluation dates	Start	Completion
	September 2021	October 2021

Draft Submission Date: 09/10/2021
Revised Submission Date: 20/12/2021

ACKNOWLEDGEMENT

The Evaluation Team would like to thank the UNDP Bangladesh and specially the Disaster Response and Recovery Facility (DRRF) for providing us with the opportunity to conduct this mid-term evaluation timely. We are indebted to the UNDP/ DRC officials for their flexibility and guidance in designing the research methodology, insightful comments during inception and discussions, sharing relevant documents and providing support in data collection through KIIs and FGDs in the project sites. We will remain grateful to Sudipto Mukerjee, Arif Abdullah Khan, Shah Zahidur Rahman, Kazuyoshi Hirohata, Tahmina Tamanna, Md. Amanullah bin Mahmood, Md. Golam Mostafa and Apurba Swatee Mahboob for their whole-hearted support and kindness to the Evaluation Team. We are grateful to Mir Asgar Ali and UNDP colleagues in Cox's Bazar, Marta Kucharski Duran and Mahatabul Hakim for their kind support in visiting their project sites and sharing their views on keeping social cohesion with the Forcibly Displaced Myanmar Nationals¹ and host community in Cox's Bazar.

We put on record our appreciation to Al-Markazul Islami Bangladesh, Uttaran and Shushilon, the partner NGOs in South –West and Mahmud of UNDP Swapna project in Jamalpur for their whole-hearted cooperation and sharing thorough views on COVID 19 response and disaster recovery projects being implemented or already completed.

Most importantly, the mid-term evaluation report recognizes the valuable contribution of the participants of FGDs and KIIs.

We hope that this report will serve as a useful guide for UNDP/DRRF and DDM/ MoDMR and the Donors to initiate comprehensive disaster response and recovery interventions and introduce appropriate benefit transfer mechanism to the disaster affected vulnerable communities in different parts of the country timely, quickly and efficiently.

Stephanie Hodge
International Evaluation Specialist (ES)
And
Mohammad Abdul Wazed
National Consultant (IC)

¹ The Government of Bangladesh defined the “Rohingya people” as “Forcibly Displaced Myanmar Nationals” instead of “refugees”. The word “Rohingya” appeared in this document reflects the content from various reference documents.

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LIST OF ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
AWP	Annual Work Plan
APR	Annual Progress Report
BCCSAP	Bangladesh Climate Change Strategy and Action Plan
BCPR	Bureau of Crisis Prevention and Recovery
BIGD	BRAC Institute of Governance and Development, BRAC University
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
CPD	Country Programme Document
CSO	Civil Society Organisation
DCOS	Direct Country Office Support
DER	Disaster Emergency Response
DIM	Direct Implementation Modality
DFID	Department for International Development (UK)
DMB	Disaster Management Bureau
DMC	Disaster Management Committee
DMIC	Disaster Management Information Centre
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
LPAC	Local Project Appraisal Committee
MDTF	Multi-Donor Trust Fund
M&E	Monitoring and Evaluation
MoDMR	Ministry of Disaster Management and Relief
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)

PDNA	Post-Disaster Needs Assessment
PIO	Project Implementation Officer
PMO	Prime Minister's Office
PPRC	Power and Participation Research Centre
PRSP	Poverty Reduction Strategy Policy
PSC	Project Steering Committee
QPR	Quarterly Progress Report
RRRC	Refugee Relief and Repatriation Commissioner
SAARC	South Asia Association for Regional Cooperation
SDG	Sustainable Development Goals
SFDRR	Sendai Framework for Disaster Risk Reduction 2015-2030
SIDA	Swedish International Development Cooperation Agency
SOD	Standing Order on Disaster
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
UNDAF	United Nations Development Assistance Framework
UNO	Upazila Nirbahi Officer
UzDMC	Upazila Disaster Management Committee
WB	World Bank

1 EXECUTIVE SUMMARY

Bangladesh has made considerable progress in managing disaster risks over the last 10 years. However, the large and recurrent nature of hazards poses a very different set of risks to an economy with both impressive economic growth and significant progress in human development. In line with the Sendai Framework for Disaster Risk Reduction 2015-2030 and the Government of Bangladesh's 7th Five Year Plan, renewed attention is required to develop the whole society's capacity on preparedness for disaster response & recovery. An efficient capacity would help Bangladesh achieve both Sustainable Development Goals and a developed county status by 2041.

UNDP's Disaster Response and Recovery Facility (DRRF) was set up to make a vital contribution towards this ambition. The DRRF Facility is the result of cumulative UNDP GOB partnership since 2000 and to take an "economy-wide" approach in addition to focusing on household and community-level recovery. The DRRF capacity building and financial support are conducted in partnership primarily with the Ministry of Disaster Management and Relief (MoDMR and then with its partner's sectors, NGOs, and donors. It is aimed at enhancing national capacity and supporting policy for resilient recovery. The DRRF objectives include providing appropriate, and adequate, and timely response and recovery assistance to the disaster-affected communities for livelihood recovery and business continuity.

The DRRF has been providing support in key areas: post-disaster needs assessment, pre-approved rosters, formulating recovery strategy and plans, financial instruments including cash transfer to the affected, and technological innovation on preparedness for disaster, and mobilizing resources in cooperation from development partners. Building on successes of the earlier Early Recovery Facility project, the DRRF is built on pre-approved funding mechanisms, flexible operational procedures, and engagement with an active pool of implementing partners and technical professionals. For ensuring rapid financial, coordination, technical, and capacity-building support, the DRRF follows the Direct Implementation Modality (DIM) of UNDP.

Mid-Term Evaluation

This mid-term evaluation is a legal requirement of the UNDP. It has focused on assessing the results generated by the DRRF initiative from the beginning to the mid-point of project implementation. The conduct of the evaluation was based on the intent, scope, and criteria set forth by the evaluation TOR (annex). The *specific* objectives have been: to assess the relevance and how effective the DRRF has been since the start. The evaluation focus has been to evaluate per the DRRF metrics provided how efficiently the results/outcomes and outputs have progressed in attaining their overall purpose (a better early recovery approach) and to document lessons learned, to identify good practices. The evaluation team would also assess the opportunities for sustaining the capacity building and provide some recommendations for the exit strategy. The MTR results are expected to feed into the second half of the DRRF project implementation. It should also inform the DRRF exit strategy with a date concordant to the graduation of Bangladesh to a middle-income country in 2025.

The evaluation was conducted by two consultants, one international and one national. Together the consultants covered the evaluation planning and data collection, analysis. The full scope of the methodology is provided in section 2. Given the unique nature of the facility, the evaluation employed a case study to ascertain the testimonials and benefits as perceived by those targeted by the DRRF interventions. These case studies are provided in the section on partnerships and stakeholders.

Summary of Findings

Relevancy

i) Needs-Based and Priority

In terms of overall relevance, Bangladesh is a disaster-prone country, and the rationale for quick standby financing and emergency recovery assistance including technical and capacity building and learning support about early recovery as part of the DRM cycle is justified based on the dynamic and protracted emergency context. In terms of the operating environment, impacts of climate change are enabling intensifying and more frequency in the disaster events, and secondly, the majority of the severity of the disaster, i.e., rapid onset and nature of the disaster are changing and increasing. DRRF provides support to the government and the HCTT as Shelter and Early Recovery Cluster lead. Financial, technical, and capacity building support DRRF, like previous phases (ERF), has shown a significant risk reduction and early recovery actions. In recent years there has been increasing demands for local NGO capacity building in the early recovery space. The flexibility of the DIM modality helps DRRF to deal with Cox Bazar humanitarian dislocation effectively and quickly. The localization of the response, e.g., digitation of the response measure, cash payments to the beneficiaries is an important area of DRRF.

ii) Global Relevance

Learning brought about by the DRRF and UNDP catalyzing interventions in Bangladesh is highly relevant nationally but also globally. UNDP through DRRF has been providing support to ongoing emergencies, building capacity as well as undertaking micro assessment and doing spot-check monitoring. DRRF is not just engaged with emergency support, it has been building a movement by coordinating all partners on early response and learning. The growth (results) are in improved early response together with government and partners who are most active in this space. Thus, DRRF has become a part of a national and global exercise to effectively bridge development and humanitarian work.

iii) Dual Capacity Building Modality – Addressing Early Recovery Learning needs for partners across the humanitarian and development spheres.

UNDP has already funded, using its core funding a roster for surge, and this experience has shown that there are also key projects ideas unfunded and not resourced. For example, inclusive access and digitation of cash transfers, the building of national NGO local capacities, mapping hotspots and vulnerable persons for prepositioning response to name a few. UNDP through DRRF has shown that investing in early recovery research is essential and also that packaging key knowledge products are essential to support a learning practice and policy change for the DRM cycle.

iv) COVID 19 Learning

- a. COVID 19 impacted aspects of the implementation of the work plans and taught the operational aspects about the total breakdown in supply chains. Before COVID 19, UNDP could bring in surge but the pandemic also illustrated the need to build local self-reliance and surge. Bangladesh found it no need to import surge and was able to respond with support of local NGOs and by repurposing and adapting manufacturing, for instance, to make PPE and cheapest ventilators in the world.
- b. However, a new complexity has arisen as elsewhere in the country's disaster management due to effects of the COVID 19 pandemic. This situation has brought new challenges in the contemporary response and recovery of appeared disasters that has been observed during the response and recovery actions of cyclone *Amphan*. Pandemic effects have delayed the livelihood recovery of marginal communities due to reduced economic opportunities. The country has observed 'reverse migration' and fall of 'vulnerable poor' to

'poor' category.² The year-round COVID 19 pandemic from the beginning of 2020 has seriously disrupted the delivery of the planned training to the government officials and other stakeholders. DRRF, as a project working for strengthening the disaster recovery capabilities of the country, should soberly consider this new dimension of the recovery issues and would provide the necessary guidance to face a situation which was not estimated before. An extension of 2-3 years of the project period will be required as a reality.

Effectiveness

i) Performance per plans

The overall actual performance per plan has been robust during the period (please refer to the fully vetted results framework in annex 1 and see the report on actual results under the effectiveness section). The evaluation shows that DRRF has implemented effective response and recovery work including extending cash and shelter support to flood and cyclone-affected female-headed households. DRRF has extended support to the Rohingya crisis and supported the Cox's Bazar UNDP Sub-office in implementing different activities towards the Rohingya Crisis.

In response to the COVID19 pandemic; DRRF has taken several notable initiatives, including raising awareness on preventive measures, distribution of PPE among cleaning workers of 16 municipalities, implementing partners and local governments; Capacity building of Al-Markaz ul Islami, Bangladesh, and support to develop 19 volunteer groups in 8 city corporation for managing the burial of COVID-19 deceased; awareness-raising on the safe burial of COVID-19 deceased from different religious groups, etc. DRRF project has ensured tremendous benefit and results in restoring the community infrastructure which is critical for quick recovery following the 'build the back better concept of Sendai Framework for Disaster Risk Reduction (SFDRR 2015-30) by repairing the fragile embankment in the coast that are protecting tidal surge and saline water intrusion during the monsoon and cyclone season, saving poor and vulnerable people's livelihood and asset, and thereby the project has protected huge economic losses. There are many good stories of the women who have been benefitted from the Facility. More than half (55%) of the KIs interviewed revealed that the project had delivered excellent results while the rest of the respondents (45%) mentioned the project was able to deliver good results through implementing the target interventions, while 91% expressed their satisfaction on the projects in meeting the needs of disaster-affected communities.

ii) Capacity Building Efforts (DRM)

As a part of capacity building for effective disaster management, DRRF has provided training to high officials of the MoDMR and technical support to the Fire Service and Civil Defence (FSCD) towards its reform initiatives. DRRF has also supported the NRP project in formulating the National Plan for Disaster Management (NPDM) for 2021-2025 and the development of the Post-disaster Recovery Planning for Cyclone Amphan and Flood 2020. DRRF has supported the Ministry of Disaster Management and Relief (MoDMR) in developing a data management system on "Digitalization in beneficiary Selection." The DRRF has also undertaken a joint initiative with IOM on "Disaster and Pandemic Data Management for IDPs and Migrants

iii) Programming, Governance, and Partnering

The concept of DRRF is part of the UNDP portfolio aimed to support de-risking all the UNDP-supported sustainable development and poverty alleviation work. The DRRF is an important cog in the UNDP country program wheel. The DRRF plays an important risk governance role to identify needs and to influence between emergency response policy and bottlenecks to early response i.e. rapid assessment framework, focus on most vulnerable groups,

² PPRC & BIGD (May 2021): Livelihoods Coping and Recovery – During COVID-19 Crisis.

mechanism for transparent cash transfer. Partners interviewed included major donors who are receptive to being included programmatically with UNDP.

iv) Opportunities to improve the DRRF Effectiveness

In terms of DRRF's overall work on knowledge management, policy, and early recovery born learning (i.e. to support building back better), the facility can do much more by systemically planning and partnering for resourcing, knowledge management, capacity development, and policy advocacy. The evaluation finds the DRRF team is underreporting their actual results on learning and capacity-building support. It needs a stronger performance matrix for planning and monitoring and particularly for communicating the work on the learning and capacity building across the humanitarian and in the development space it covers.

v) Cox Bazar

While the Cox Bazar has received most of the DRRF funding to date 80%, it has also shown, that as a humanitarian and vulnerability hot spot, there is a clear division of responsibilities with government and other partners. As such, the lesson and learning speak to an area the DRRF can do better, which is to position the needs for capacity-building programs with partners by including key financing partners on the DRRF Project Board. In this way, UNDP can early identify funding with partners i.e. for hot spots, and provide inclusive digital access to cash transfers i.e. coastal areas and others.

Efficiency

The DRRF has been expressing value added through concrete support to training in addition to the coordination of the humanitarian partners and the intersectoral knowledge inputs for better and quicker recovery based on the practice (however the finding is this aspect can be better and systematized-KM). DRRF has done globally notable work on cash transfers and on stimulating the local economies post disasters. Additionally, DRRF has been mapping out the disaster hotspots and vulnerable communities before emergencies which adds efficiencies. This can continue the as good practice.

These examples illustrate the DRRF as a national and global good practice i.e. an innovative government – UN facility that is taking proactive action for preparedness and also building the capacity of a diverse group of stakeholders on the action in early recovery benefits. DRRF governance and management based on this project to date, however, can do better by building on the reporting and results monitoring skills to raise examples of how the 'preparedness' actions benefits are flowing and use this for greater policy level results. This can be achieved by developing more effective and targeted communications, becoming a more vibrant dynamic knowledge platform for the coordination of the government's early recovery partners including NGOs, and by developing targeted knowledge products for advocacy. Other key features are noted by the evaluators such as the UNDP's ability to convene donor partners and to resource mobilize as well as to raise evidence for an influencer on policies on key aspects like gender considerations, the need for focus on the most vulnerable, and mapping out the hotspots pre-disaster. In this regard, the evaluation found work is needed on the DRRF results metrics and monitoring.

Sustainability

With long-term advantages for the early recovery community in question, the evaluation shows that the DRRF as a facility for quick action and also a focus on the learning aspects of early recovery with a dual capacity-building approach (bridging humanitarian and development actors) is politically, socially, ecologically, and fiscally sustainable. The evaluation assessed factors that reveal however the need for work on the measurement of these rather intangible 'learning' benefits in this space, and of having a mechanism for quick action and financing recovery and the ability convene donors before emergencies, as well as for work on early response capacity building. I.e. appropriate metrics for early recovery learning and quick

response and the positive effects brought about by learning from the experiences in the early recovery period are needed.

In terms of the effectiveness of gender mainstreaming and its sustainability, women have been empowered and have shown their potentiality to do emergency recovery work along with men. These stories and cases must be raised through the DRRF knowledge platform as valuable learning mechanism that promotes gender favorable policies. Besides, the interventions, e.g., the “Cash for Work” program, the evaluation finds that the DRRF has ensured effective coordination between the government and NGOs while ensuring women are in prime participation. These are excellent policy and capacity building lessons for early recovery policy.

2 INTRODUCTION

2.1 Evaluation Context and Background to the DRRF

Bangladesh has made considerable progress in managing disaster risks over last 10 years. However, large and recurrent nature of hazards poses a very different set of risks to an economy with both impressive economic growth and significant progress in human development. In line with the Sendai Framework for Disaster Risk Reduction (SFDRR 2015-2030) and the Government of Bangladesh's 7th Five Year Plan, renewed attention is required to develop the whole society's capacity on preparedness for disaster response & recovery. An efficient capacity was anticipated to help Bangladesh achieve both Sustainable Development Goals and a developed country status by 2041. UNDP's Disaster Response and Recovery Facility (DRRF) (current project under review) is a vital contribution towards this ambition as proposed. The Facility would adopt an "economy-wide" approach in addition to focusing on household and community level recovery. It will primarily support Ministry of Disaster Management and Relief (MoDMR), and gradually expand its support to selected key sectors at all levels for enhancing national capacity and supporting policy making for resilient recovery.

Building on successes of Early Recovery Facility project, the new DRRF facility was thus expected to continue to focus on rapid financing, learning and scaling up that learning based on the responses for policies towards better development i.e. building back better- more inclusive and sustainable development climate resilient investments. To achieve, it will continue to be built on pre-approved funding mechanisms, flexible operational procedures and active pool of implementing partners and professional human resources. For ensuring timely support to the government in need, the project will follow Direct Implementation Modality (DIM) of UNDP.

The main purpose of the MTE is to assess the progress towards the achievements of the DRRF outputs/outcomes (as per the project result framework). Additionally, it would assess the project design and evaluate the capacity in attaining the results. This MTE is expected to draw lessons learned and provide recommendations, enabling to adjust based on the findings as required.

The Mid-term project evaluation has been conducted in September –October 2021, as agreed with project advisory board. The evaluation will cover the period from October 2018 that is beginning of the project to 31 May 2021, which is the halfway mark of the project's implementation phase.

2.2 Audience and users of the Evaluation.

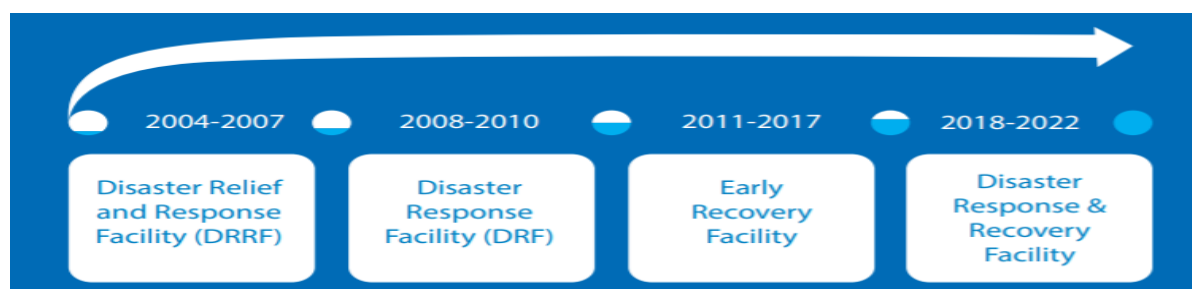
While the primary users of the evaluation results will be UNDP, but the evaluation results will also be useful to the relevant GoB ministries, development partners. In addition, the evaluation aims at critically reviewing and identifying what has worked well and what challenges the project faced during implementation. Furthermore, it will highlight lessons learned that can contribute to future DRRF programming. The evaluation will also generate knowledge for wider uses, assess the scope for scaling up the current programme, and serve as a quality assurance tool ensuring vertical and horizontal accountability. UNDP will take into consideration the findings, conclusions and recommendations from the evaluation, prepare a systematic management response for each recommendation, and shall implement follow-up actions as per UNDP Evaluation Resource Center guidance/policies.

3 DRRF PROGRAM DESCRIPTION

3.1 DRRF Program Start and Duration, Including Milestones.

The DRRF project was signed on September 30, 2018. The inception of the project was in October 2018. The evaluation has covered the period from October 2018 that is beginning of the project to 31 May 2021, which is the halfway mark of the project's implementation phase. The current DRRF has evolved from a legacy of support to emergency response activities carried out by UNDP and the government of Bangladesh since 2004. A timeline of prior DRRF initiatives follow in the attached table.

Figure 1: History of DRRF Facility and UNDP -GOB Emergency Recovery Support



3.2 Development Context: Environmental, Socio-economic, Institutional, and Policy Factors Relevant to the DRRF Objective and Scope.

Bangladesh has a good track record in making considerable progress in managing disaster management and the progress has been continued. This progress has been reflected in better disaster preparedness, well-functioning early warning system and swift on-time response to disasters. A dedicated ministry (Ministry of Disaster Management and Relief- MoDMR) and a department (Department of Disaster Management- DDM) have been established in 2012 for quick response to and recovery from natural, human induced and environmental disasters. DDM's 2012 Report³ on response and recovery reveals that almost 72% of response (mostly relief operation) was covered by the Government and the rest came from the I/NGOs including development partners (DPs). Following year I/NGOs relief response⁴ including early recovery rose to 35%. (No such report that combines both GO and NGO fund utilization in post disaster period was published. It may be mentioned that in 2013 Bangladesh faced cyclone Mahasen that caused serious damage to houses and crops in SW Bangladesh and DP and I/NGO engagement was laudable. UNDP led Early Recovery Facility (ERF)⁵, a pool fund started in 2011 and focused on building resilience to shocks and crisis, played a significant role in early recovery process of disaster risks over the last ten years. However, the situation analysis reveals a gap⁶ in Government's reluctance to undertake mid-term and long term recovery

³ Department of Disaster Management (DDM): Annual Report Disaster Response and Recovery 2012

Ibid, Annual Report Disaster Response and Recovery 2013.

[Both Reports can be downloaded from <http://www.ddm.gov.bd/site/page/bca200a7-eea4-4a02-a803-6dcc383147d3/>]

⁴ <https://www.bd.undp.org/content/bangladesh/en/home/projects/early-recovery-facility--erf-.html%20/>

<https://www.bd.undp.org/content/bangladesh/en/home/projects/early-recovery-facility--erf-.html/>

Summary Report published by LCG_DER Secretariat (at ERF): Highlighting the Key Achievements of LCG-DER in 2012, February 2013.

⁵ <https://reliefweb.int/report/bangladesh/still-feeling-toll-cyclone-aila>; Islamic Relief: Bangladesh Still Feeling the Toll of Cyclone Aila, June 2014.

⁶ ELSVIER (Journal of Home Page: www.elsevier.com/locate/crm): Climate Risk management 10 (2015) 27-34.197_midterm.pdf" https://www.unisdr.org/files/18197_midterm.pdf

programme for the disaster affected communities and lacks in addressing slow-on disasters⁷ like water-logging in Satkhira and other areas of South-West region. Moreover, substantial loss of crops, housing, assets and livelihoods due to large and recurrent hazards pose a very different set of risks to the economy of Bangladesh. From 2007 (SIDR) to 2020 (Amphan) Bangladesh has faced five major tropical cyclones and floods almost every year. But the projects undertaken and implemented by the focal ministry (MoDMR) do not go with the recovery and reconstruction disaster community's livelihood and infrastructure build insignificant human development progress. In line with "build back better" – the prime theme of the Sendai Framework for Disaster Risk Reduction 2015-2030 where Bangladesh is a signatory.

During the second part of the implementation period of 10 year Hyogo Framework for Action (2005-2015) Bangladesh constantly worked for infrastructure development (Ministry of Disaster Management and Relief (MoDMR) and Department of Disaster Management -DDM) and formulated major parts of its legal framework for disaster management such as Disaster Management Act 2012, Disaster Management Policy 2015, Cyclone shelter Construction, Management and Maintenance Policy 2011, National Plan for Disaster Management 2010-2015, Revised Stranding Orders on Disaster (2010), Post- disaster Dead body Management 2016 etc. as the first priority of HFA⁸ was to "ensure that disaster risk reduction is a national and local priority with a strong institutional basis for implementation." But the country has achieved less progress in respect of other priority areas of the HFA especially in the use of knowledge, innovation and education to build a culture of safety and resilience at all levels and reducing underlying risk factors and strengthening disaster preparedness for effective response at all levels. MoDMR, the focal ministry, during the period was too engaged in implementation of projects, such as construction of cyclone and flood shelters, HBB on rural roads, resilient housing and small bridge and culverts on rural roads that costed BDT 34.83 billion over 10 years. The recent cyclone Amphan and the Pandemic -Covid-19 made the situation more precarious and called for more organized interventions by the Government and fill up gaps by the development partners. The same has been reiterated in line with the Sendai Framework Disaster Risk Reduction (SFDRR 2015-2030) and the Government of Bangladesh's 6th, 7th & 8th Five Year Plans which emphasize that Plan, renewed attention is required to develop the whole society's capacity to prepare for disaster response & recovery. Thus strengthening the country's capacity would help Bangladesh achieve both Sustainable Development Goals (SDGs 2015-30) and a developed country status by 2041. The overall objective of disaster management in the 7th Five Year Plan (2016-2020) is to reduce the exposure and vulnerability of the people specially the poor and disadvantage to geo-hydro-metrological hazards, environmental impacts and climate extreme events, man-made disasters, chemical hazards and to make the poor and vulnerable people resilient to all sorts of hazards and disasters through resilient human habitat, safe resources, constant economic growth and sustainable development. The Plan emphasized on equity and justice, inclusive growth with special reference to women's advancement as self- human beings, reducing discriminatory barriers by taking both developmental and institutional measures. Regarding risks, vulnerability from climate change, environmental degradation and disaster preparedness the Plan reiterates the Bangladesh Government's programmes to address climate change and disaster prevention as a part of its broader development effort. *Agricultural research, embankment and reforestation programmes, disaster preparedness etc. are its priority areas which, the Plan says, are already making important inroads in lowering the vulnerability of the population to climate change and natural disasters.* Longer-term programmes such as the planned Delta Region Development (Delta Plan 2021) can be of further benefit in this regard. It is praiseworthy to say that the 8th FYP (2021-2025) captures

⁷ Ministry of Disaster Management and Relief (MoDMR): Success and Development Story of 10 Years (2009 – 2018), published in October 2018

⁸ Bangladesh Planning Commission, General Economic Division (GED): Sixth FYP 2010-2015), Seventh FYP (2016-2020) and Eighth FYP (2021-2025).

MoDMR's vision, mission, strategies, policy and its five year plan, namely, National Plan for Disaster Management (2021-2025).

3.3 Problems that the DRRF Sought to Address, Threats and Barriers Targeted

The concept of disaster risk reduction has got priority in Bangladesh Planning Commission's Five Year Plans (FYPs) from Sixth FYP (2010-2015) which urged for a paradigm shift from conventional relief response to more disaster risk reduction programme with the target of building a resilient nation. Later the 7th FYP (2016-2020) 7th FYP emphasizes on mainstreaming Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA), strategies, preparedness, warning, immediate response, and post-disaster recovery, rehabilitation and reconstruction, the **four categories of goals** as the plan categorizes. These four goals are: i) mainstreaming DRR and CCA, ii) formulating DRR strategies, iii) disaster preparedness, warning and response, lastly, iv) post disaster recovery, reconstruction and rehabilitation. The Plan also highlights one **cross-cutting issue** to achieve the goals and targets, such as, a) Design and implement a comprehensive communication strategy to enable proactive communication to vulnerable communities, across government and to the wider DM community to support awareness raising for effective disaster resilience, and b) review and reform business processes within relevant ministries and departments focusing on financial management, monitoring and evaluation, human resource management, incentive structures and coordination/collaboration skills. Build human resource capacity to manage reformed processes as needed. The plan also reiterates that long-term planning and substantial public investment is a big challenge. So *this is the area that should be treated as the **entry point for UNDP led Disaster Response and Recovery Facility (DRRF)*** to work with relevant ministries and government implementing agencies to build their capacity as well as develop partnership for a good and wide range of mainstreaming DRR from preparedness and response to full recovery of the livelihoods of the affected communities and infrastructure reconstruction. As we have seen that during a ten year period (2009 – 2018) MoDMR, the focal ministry could not achieve the goals and targets due to lack of capacity and resource constraints.

3.4 Immediate and Development Objectives of the DRRF

The key objectives of DRRF are:

- Implement timely, appropriate, and adequate response and recovery assistance to the households, community, businesses for a quick return to sustainable development pathways & business continuity;
- Work with development partners, the UN/Cluster systems to support GoB to build its capacity at all levels and sectors for carrying out post-disaster needs assessment, formulating recovery strategy and plans, and mobilizing resources.
- Support making appropriate policies, financial instruments, and technological innovation on preparedness for recovery and provide coordination support and foster partnership in (early) recovery and shelter sector as part of national priorities in disaster management.
- Work as, when appropriate, a fund management facility for humanitarian and development agencies to foster a cost-effective and time-efficient mechanism.

3.5 Expected Results

The DRRF is implementing to achieve the four results/outcomes and seven respective outputs for attaining the objectives. Note these results and any adaptations to the project logical framework has been assessed in section on results and is provided in the **Annex – 1** (Log Frame Rating and Evaluation Vet Results) to this report. The results/outcomes per ProDoc are stated as;

Result 1: UNDP has an effective Disaster Response and Recovery Facility in support of the Government of Bangladesh.

Result 2: National capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters.

Result 3: Disaster-affected people, communities, and businesses are supported, and the environmental ecosystem is restored to achieve a resilient recovery for a continuation of sustainable development goals (SDGs).

Result 4: Effective project management, monitoring, evaluation, and quality assurance services

DRRF is serving the affected communities, businesses and providing support to augment government capacity when large-scale recovery support is required following natural and man-made disasters and emergencies from the project's initiation to achieve the objectives. DRRF functions to respond rapidly with flexible operational procedures and an active pool of implementing partners and professional human resources under the UNDP Bangladesh Country Office's broad strategic direction. DRRF is built on pre-approved funding mechanisms; A window of USD 50 million (preapproved disaster window) has been created as UNDP can quickly mobilize a considerable volume of resources (support to national-level disasters in response to GoB appeal/request or extend complimentary support).

Result 1: UNDP has an effective Disaster Response and Recovery Facility in support of the Government of Bangladesh.	
Output	Activity
Output 1.1: UNDP has technical and operational capability to manage the Disaster Response and Recovery Facility.	<ul style="list-style-type: none"> • Recruiting of Staff • Setting up of Surge capacity • Developing advocacy strategy • Planning trainings and workshops • Conducting periodic evaluation/s • Conducting a multi-stakeholder post-disaster needs assessment • Supporting GoB to develop Recovery Strategy and Plan • Assisting GoB to coordinate recovery interventions by national and international humanitarian and development agencies

Result 2: National capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters.	
Output	Activity
Output 2.1: MoDMR and selected sectoral ministries have capacity to carry out post-disaster recovery needs assessment, formulate strategy and plans; and mobilize resources.	<p>a) Training disaster management officials, CSOs, NGOs, UN agencies on: i) Post Disaster Needs Assessment (PDNA) ii) sectoral PDNA guidelines iii) recovery information management system and iv) upgradation of recovery planning and implementation mechanism of selected ministries to incorporate of BBB principles</p> <p>b) Developing Master Plan for Fire Service & Civil Defense as well search and rescue volunteers</p> <p>c) Building capacity of DRROs and PIOs on disaster response, early recovery, recovery and coordination</p> <p>d) Supporting Govt to prepare Action Plan to reduce the risk of lightning/thunder storm</p>

	<p>e) Developing software to enhance the coordination and management of DRROs and PIOs from the central level of national volunteer organizations on disaster response, early recovery, recovery and coordination</p> <p>f) Training and equipping volunteers for disaster response, early recovery and recovery interventions</p>
<p>Output 2.2: UNDP's capacity is enhanced to support coordination and foster partnership in (early) recovery and shelter sector</p>	<p>a) Developing roster for Consultants and NGOs</p> <p>b) Setting up of Surge Capacity</p> <p>c) Developing communication plan/strategy</p> <p>d) Preparing assessment tools & techniques</p> <p>e) Planning trainings and workshops</p> <p>f) Introducing simplified procurement process for speedy delivery</p>

For Result 3, a window of USD 50 million has been created as UNDP can quickly mobilize considerable volume of resources (support to national-level disasters in response to GoB appeal/request or extend complementary support). Additionally, Multi-Donor Trust Fund (MDTF) can be considered for meeting early recovery needs. While a dedicated fund could be set up for early recovery, DRRF needs to access critical funding sources. 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 emphasize on reflecting early recovery requirements more systematically and consistently in these mechanisms.

Central Emergency Response Fund (CERF) is another critical fund; CERF is a standby fund designed to enable more predictable, timely, and equitable responses to humanitarian agencies. Though the CERF is an emergency fund, time-critical early recovery needs can also be covered through the CERF if a proposal reflecting key early recovery priorities can be developed. In addition, DRRF can seek access to the CERF for shelter and other non-food basic needs during large-scale events.

<p>Result 3: Disaster affected people, community and businesses are supported; and environmental ecosystem restored, to achieve a resilient recovery for continuation of sustainable development goals (SDGs).</p>	
<p>Output 3.1: Disaster affected households, communities, businesses are supported with timely recovery assistance</p>	<p>a) Providing appropriate recovery assistance to the worst affected people; this implies targeting and implementing recovery assistance initiatives in the worst affected areas through a community-centered approach to early recovery.</p> <p>b) Restoring community infrastructure critical for quick recovery following “build back better” principles.</p> <p>c) Providing livelihood and financial support to people and small and medium enterprises</p>
<p>Output 3.2: Sectoral ministries, local government institutions (LGIs), civil society, businesses and NGOs have capacity to coordinate recovery effort, continue development services and maintain social cohesion</p>	<p>a) Providing technical and logistic support to LGIs/Local Administration in affected areas</p> <p>b) Creating emergency employment and interventions for enterprise recovery</p> <p>c) Strengthening local governance processes for coordination and service delivery</p> <p>d) Addressing social risks through strengthened inclusion and participatory processes</p>

3.6 Partners and Key Stakeholders

To achieve results, per ProDoc the DRRF was expected to work in partnership with stakeholders across the Government, NGOs and private sector working on disaster risk management and recovery in Bangladesh:

- **Ministry of Disaster Management and Relief (MoDMR):** As the GoB body mandated to work disaster risk reduction and emergency response, MoDMR is considered DRRF's **Senior Beneficiary**. MoDMR coordinates activities related to disaster management and relief; as per the draft National Plan for Disaster Management 2016-2020, it is also implementing the Sendai Framework for Disaster Risk Reduction in Bangladesh. MoDMR is responsible for humanitarian relief operations, both for traditional hydro meteorological disasters and for new emergencies such as the Rohingya crisis. For humanitarian relief, MoDMR efforts are often complemented by the UN response. In the Sendai area of enhancing disaster preparedness for effective response and to build back better, MoDMR's focus for 2016-2020 is on developing capacity to respond to new and emerging hazards; it is receiving support from World Bank, JICA, and the UN National Resilience Programme (NRP). The *NRP* is also complementing the work through a long-term capacity development programme on loss and damage reporting, PDNA and recovery planning. In line with priorities, DRRF will augment MoDMR's technical and operational capacity to assess, manage and recover from the development impacts of disaster.
- **Department of Disaster Management (DDM):** As MoDMR's implementing arm, DDM distributes emergency relief, implements social safety net programmes, and constructs small bridges/culverts and disaster shelters. DDM maintains dedicated thematic cells at the central level in Dhaka; at the field level, it maintains a network of Project Implementing Officers (PIO) and District Relief & Rehabilitation Officers (DRRO). In the previous project, ERF provided extensive capacity development support to DDM following its establishment in 2012. **From 2018 onwards, NRP will continue to provide training support and long-term capacity development to the DDM; while DRRF will provide support as requested for the management and recovery for specific disasters.** The Facility will also continue working closely with PIOs and DRROs for implementing interventions on the ground, drawing on local knowledge to identify and target the most vulnerable affected households and communities (see Management section for more details).
- **Office of Refugee Relief and Repatriation Commissioner (RRRC):** An office under MoDMR, RRRC in Cox's Bazar is the long-established GoB body for handling Rohingya people in Bangladesh. It has been working closely with **MoDMR, the Bangladesh Army** and the Office of the **Deputy Commissioner, Cox's Bazar district** to manage the sudden increase in influx since 25th August 2017; the UN system, NGOs and INGOs are providing additional support to the GoB in response to the humanitarian crisis. UNDP was approved to join the UN response to the crisis, and DRRF would serve as one of its main vehicles for delivering support. UNDP and the Facility recognise the mandates and expertise of the agencies already involved in the humanitarian response, and does not seek to compete with or replace any of these.
- As disaster and emergency impacts can affect several sectors, the Facility will also **support other GoB Ministries and agencies if requested**. This can include technical support to the Ministry of Environment and Forests (MoEF) in assessing and managing environmental disasters, technical and operational support to restoration of local government functions following high-impact disasters, and technical and operational support to PDNA and national recovery planning in the event of a major disaster or emergency with nation-wide impact.

- **National Resilience Programme – Department of Disaster Management subproject (NRP-DDM):** One of UNDP Bangladesh’s key projects on disaster risk management, NRP is a joint UN programme. NRP has a project component on enhancing Govt capacity for resilient recovery. NRP will utilize DRRF’s project expertise as it has long standing experience on programme and policy support to MoDMR and other key ministries.
- **Humanitarian Coordination Task Team (HCTT):** HCTT is a coordinating body in the Bangladesh humanitarian coordination architecture for natural disasters and, under the guidance of the LCG-DER, is jointly chaired by Secretary, DMRD/MoDMR and the UNRC. Its key functions include providing advice to the LCG-DER and acting as a coordination platform for the humanitarian clusters. One of the laudable roles of HCTT is to trigger the operation of Joint Needs Assessment (JNA), a rapid response survey to understand whether humanitarian support will be required from the donors. JNA is funded by donors/ INGO but operation is led by the Govt. and I/NGOs jointly to prepare one assessment report owned and followed by all.
- **Early Recovery Cluster:** It is one of six standing clusters in the Bangladesh humanitarian coordination architecture for natural disasters, the Cluster covers issues related to livelihoods; governance; security and rule of law; and crosscutting issues such as environment. It is mandated to improve preparedness and coordination of early recovery interventions, and sensitizes and contextualizes early recovery concept in Bangladesh with broader stakeholders. UNDP chairs the Cluster with DDM as co-chair. Although a vital platform for coordinating recovery interventions and developing capacity among participating NGOs and agencies on recovery, the Cluster does not actively sensitize broader stakeholders. DRRF will enhance this function through greater communication with external actors to amplify advocacy efforts.
- **Early Recovery Network:** It is a network of six humanitarian coordination clusters, to be managed by the UN RC/HC; the network is currently defunct. DRRF will explore with the RCO if the network should be reactivated and if so, how it can be used to amplify advocacy for investment in recovery.
- **Shelter Cluster:** It is one of six standing clusters in the Bangladesh humanitarian coordination architecture for natural disasters; its mandate includes: i) providing non-food Items and emergency shelter; ii) supporting permanent shelter for disaster-affected people iii) promoting cross-agency standards and resilient housing designs and iv) identifying solutions for displaced populations. It is co-chaired by IFRC and UNDP, with IFRC in charge of emergency shelter and UNDP in charge of long-term housing recovery. The Shelter Cluster has been successful in developing and promoting coherent design standards, providing emergency shelter support, and providing small-scale permanent housing. Limited funding and political complexity on land issues constrain scaling-up permanent housing and displacement solutions. DRRF will enhance these functions through greater communication with external actors and by conducting studies on disaster displacement and populations settled in chronically exposed areas to amplify advocacy efforts.
- **Senior Executive Group:** It is led by the UN Resident Coordinator’s Office (UN RCO) and comprises of the Heads of UN Agencies and key actors involved in responding to the Rohingya crisis. UNDP Bangladesh’s Country Director is a member of this body.
- **Inter-Sectoral Coordination Group (ISCG):** It is the coordinating body for Rohingya crisis response in Cox’s Bazar. The Group is coordinated by a secretariat led by a Senior

Humanitarian Coordinator and comprises of ten sectors, some with sub-sectors. UNDP is serving a role as technical advisor on disaster issues to the ISCG and its Emergency Preparedness Task Force.

- **Private sectors and Ministry of Finance, Ministry of Planning and other relevant Ministries:** for National Scale Recovery effort. The importance of private sector involvement in disaster risk reduction (DRR) has been recognized for several years at the national level in consultation with UN-OCHA. The primary incentives for the private sector in disaster management participation are ensuring business continuity during and after disasters and preparing for a wide range of disruptions before disasters happen. In addition, the private sector can contribute further through the development of their core business models and by exploring business opportunities. Multiple ways of private sector engagement are identified from consultations: Direct assistance to the communities through active engagement in disaster response and early recovery, Disaster preparedness for own business, for this, UNDP will work with Ministry of Finance to develop financial tools and instruments, therefore partnership with Ministry of Planning to accredit those instruments/tools for further mainstreaming in likewise initiatives. Moreover, developing innovative products based on business, technology, and expertise while UNDP will bring global knowledge and expertise through south-south partnership to promote new technology/innovations. Finally awareness creation at different levels on the co-benefits of private sector engagement towards disaster recovery and resilience.
- **NGOs/CSOs as partners:** Capacity building of NGOs and CSOs are important in line with mainstreaming disaster risk reduction. DRRF is working in the disaster affected communities through partner NGOs and CSOs. Shusilan, Uttaran, ESDO, GUK, WAVE Foundation, etc., have implemented DRRF projects in different fields that are commendable.

3.7 Theory of Change

The theory of change for the project (from ProDoc) is that, given that

- Bangladesh is facing an evolving, complex risk landscape of both natural and man-made hazards, including frequent recurring hydro-meteorological disasters and the risk of a major earthquake;
- Socioeconomic inequality and population pressure leads to disproportionate and repeat toll of disasters on the poorest and most vulnerable, and prevents resilient poverty graduation; and
- Direct support for the recovery of these most-vulnerable households and communities is limited due to complexity of coordination, capacity limitations of government, lack of investment, and weak knowledge base;

if UNDP invests in

- Providing timely, high-quality support to Government in assessing and managing the effects and impact of disasters and emergencies when necessary;
- Strategic, evidence-based advocacy and capacity building contributing to increased understanding of the disaster-recovery-development nexus and need for pro-poor recovery funding among government, development partners, and humanitarian actors;

- Developing ex-ante and ex-post partnerships with UN agencies, NGOs, and relevant private sectors (on the basis of prior consultation with MoDMR) that can support quick, predictable resource mobilization and implementation of interventions; and
- Maintaining readiness to quickly implement disaster and emergency response and recovery support in areas where UNDP can add value, targeting most-vulnerable affected people, communities, business and national economy;

then

- When necessary, Government capacity to manage, respond to and ensure resilient recovery from disasters and emergencies is augmented by technical input, bolstered capacity, and the socially inclusive, pro-poor development perspective;
- Innovative partnerships for recovery planning and solutions are created;
- Allocation of funding for the post-disaster and –emergency recovery of affected, vulnerable households and communities is increased; and
- Interventions supporting early economic revitalization, management of risks and environmental impacts, and targeted support to most-vulnerable affected people mitigate the disruptive impact of disaster.

Leading to

- Improved preparedness for response and recovery, which will enhance timely, appropriate and resilient recovery of households, communities, environment and business. The country will have the ability to return quickly to normal development after a disaster.

The theory of change of the Disaster Response & Recovery Facility builds on a number of assumptions, centrally:

- That key government bodies playing a role in response to disaster and emergencies such as Economic Relations Division, the Ministry of Disaster Management and Relief, the Ministry of Environment and Forests, the Ministry of Home Affairs, Local Government Division, and the Ministry of Foreign Affairs continue to see the value of UNDP technical support;
- That the close relationship between UNDP and the Government of Bangladesh allows UNDP to effectively advocate for recovery solutions and increased allocation for recovery support to most-vulnerable, affected households and communities;
- That long-term government capacity development for disaster response coordination, Post-Disaster Needs Assessment, recovery planning, and damage and loss data collection is taking place through the National Resilience Programme;
- That – as suggested by the Disaster Management Lessons Learnt Study (DDM 2015) - intensified advocacy building on explicit lessons learnt, gap analysis and evidence regarding the linkages between recovery and poverty reduction will trigger larger allocations from development partners for recovery action, and engagement on early recovery by humanitarian actors; and
- That increased knowledge about disaster recovery gaps and mutual collaboration can mobilize private sector actors in enabling the recovery of affected men, women, households and communities

4 EVALUATION PURPOSE, OBJECTIVES AND SCOPE

4.1 Evaluation Purpose

The main purpose of the Mid Term Evaluation (MTE) has been to assess progress towards the achievements of the project outputs/outcomes (as per the project result framework). It aims at critically reviewing and identifying what has worked well and what challenges the project faced during implementation. Additionally, it will assess the project design and evaluate the capacity in attaining the results. MTE is expected to draw lessons learned and provide recommendations, enabling to adjust based on the findings as required. The evaluation should provide credible, useful, evidence-based information that enables timely incorporation of its findings, recommendations and lessons into the decision-making processes of UNDP and key stakeholders, as well as assess the potential of the next phase of the project.

4.2 Evaluation Objectives

The mid-term evaluation has focused on assessing results generated by the DRRF from the beginning to the mid-point of the project implementation, based on the scope and criteria set forth (see below). The *specific* objectives of this evaluation have been to:

- Assess to what extent DRRF has contributed to addressing the needs and problems identified during programme design;
- Assess how effectively DRRF has achieved its stated objective; measure how efficiently the DRRF results/outcomes and outputs have progressed in attaining the development objective and purpose of the project;
- Assess challenges and opportunities that have facilitated and/or hampered progress in achieving the project outcomes, including external factors/environment;
- Assess the extent to which the application of gender mainstreaming/equality and rights-based approach is integrated within planning and implementation of the DRRF project;
- Identify and document substantive lessons learned, good practices and also opportunities for scaling up the future DRRF project in Bangladesh;
- Provide forward-looking programmatic recommendations (for any course correction) to achieve the intended outputs that have contributed to the outcomes and indicate if the s/outcomes are on **track**.

4.3 Evaluation Scope

Within a timeframe of September – October 2021 the mid-term evaluation had focussed on assessing results generated by the DRRF from the beginning to the mid-point of the project implementation, based on the scope and criteria set forth in the term of reference. To complete the assignment the consultants had performed a number of activities and followed a number of methods and approaches. These include:

- Draft and finalize the inception report with a detailed evaluation methodology and the elaboration of how each evaluation question would be answered along with proposed sources of data, and data collection and analysis procedures;

- Developed data collection tools and checklists for conducting FGD & KII and Questionnaires/questionnaires;
- Collected data/information using approved tools, methods, including desk review, Key Informant Interviews, and Focus Group Discussions;
- Developed draft mid-term evaluation report;
- Shared draft findings with UNDP and relevant stakeholders to solicit feedback in workshop;
- Revised the draft report to address necessary feedback;
- Finalized the mid-term evaluation report

In particular, the national consultant was responsible for field-level data collection and support the overall process of evaluation for an international consultant (team leader).

4.4 Evaluation Criteria

Per the TOR, the report would provide evidence-based information that is credible, reliable and useful. This evaluation basically asked, “What are we doing, how have we done it and what can we do better?” The results focused on distilling lessons learned—based on DRRF assessments, capacity building, technical support, and decision making arrangements.

This evaluation was evidence, theory and principled based. It was guided by the UNDP guidelines 2021 and international standards and criteria and guidelines of the OECD-DAC - relevance, efficiency, effectiveness, sustainability and lesson learned (guidelines/standards for conducting evaluation of development and humanitarian projects)

The team was collectively responsible for the conduct and the overall implementation across in sequence phases: inception report writing/ framework development, desk study research, data collection, data analysis and a final report writing process.

4.5 Evaluation Questions

The MTR evaluation was set up to answer key questions (**Annex – 10: Evaluation Matrix and key questions**). Strategic level questions were developed in order to frame the report for future DRRF implementations. An Evaluation Matrix and related tools were developed during the inception phase to guide the evaluators in creating key interviews questions (**Annex – 8: Data collection Instruments**).

5 EVALUATION APPROACH AND METHODS

5.1 Overall Evaluation Approach

Based on an evaluability assessment it was concluded that DRRF was ready for evaluation. The conclusion was based on the following reasons;

- There was a formal program design or model in place. That is, the program has a design or model lays out its goals and objectives, as well as its relationship to program activities.
- The program design or model was sound. That is, the program is designed to address specific needs or to solve specific problems. Furthermore, it has realistic and achievable goals, plausible objectives that can be measured, and activities related to those objectives.
- The program had the capacity to provide data for an evaluation even though the measures to assess their progress in achieving the goals and objectives are not clearly stated in some instances.
- The DRRF project was deemed evaluable and ready to be part of an evaluation. Generally, the TOC of DRRF is built on the achievements/lessons of the previous ERF-CDMP and earlier stages and is has a logical framework and monitoring plan to accompany.
- The overall methodological goal has been an appropriate triangulation of perspectives from perceptions of women in DRR, documentations of policy and legislation, and validations by stakeholders.

5.2 Data Collection and Analysis Methods

- The MTR was conducted by two consultants', including one international and one national. The responsibilities were shared equally for the quality of the final report and particularly for the evidence collected. The MTR team followed a participatory and consultative approach ensuring close engagement with the Program Teams, government counterparts (the Operational Focal Point), Implementing Partners, and the UNDP Country Office staff in general.
 - DRRF data was collected and where possible interviews were conducted jointly by consultants by zoom or teams. The interviews were recorded and the main points retained. The report and all sections were shared responsibility of both of the recruited consultants and there was a clear division of labor between the international and national to facilitate a smooth workload. The international consultant's work was commented on and augmented by the national and vice versa.
- ***Reading and Inception Phase Sept –Oct 2021-Desk Study***

This first phase clarified the task and confirmed DRRF-UNDP and the consultant's understanding of the TOR. This period supported the development of the evaluation questions (**Annex-10**). This step included obtaining expert and evaluation stakeholder agreement on chosen methods and drafting the appropriate evaluation framework and matrix (the correct questions to guide implementation). Survey tools were drafted in line with the core evaluation questions in order to gather primary data from all groups of stakeholders (TBA). A drop box folder for all stakeholder inputs of key documentation was created and shared.

- **Data Collection Phase - Sept-Oct 2021 Data Collection**

The data collection includes dissemination of a preliminary questionnaire/survey for all groups of project stakeholders (**Annex-9**). Key Informant Interview (KIIs) were conducted among the concerned persons i.e. Sub-district Chairman/ Upazila Nirbahi Officer (Chief Executive of Sub-district), Uapzila Disaster Management Committee (UDMC) members, Local Government Officials, Deputy Commissioner, members of District Disaster Management Committee (DDMC), representatives of partner NGOs, in project areas to sharpen the analysis. KIIs were also completed with the higher ranking officials of MoDMR, DDM, FSCD, RRRRC, representatives of UNRC, DFID, IOM, and other DPs. Learning from KIIs was to hone findings from overall policy analysis from literature reviews.

The evaluation collected primary data from a representative group of stakeholders including: Regional and National Project Management Units, other participating agencies, government agencies and financing partners. Focus Group Discussions (FGDs) was conducted with the target communities, beneficiaries and relevant stakeholders to capture the learning on functionality, relevancy, efficiency and effectiveness, potential impacts of different modalities in the project areas.

The pre-prepared checklists (**Annex-9**) considered the project objectives and was prepared in consultation with UNDP. A total of 8 FGDs {2 (1 inclusively with women) in 1 district level} in four districts were conducted. The districts for conducting FGDs and data collection were Rangpur /Gaibandha and Kurigram (Northern region), Patuakhali / Barguna and Satkhira (Southern region). The lists of KIIs and FGDs conducted are found in **Annex-5** and **Annex-6**.

The evaluation team captured the most significant changes as case studies during the data collection at the field (see **Section 8**). The UNDP field offices helped the team during the identification of the most significant changes. The identification was also conducted during the questionnaire survey and FGDs with target communities. The information of the most significant changes was captured following prepared checklists. The number of case studies and checklists were finalized in consultation with UNDP.

- **Analysis of Results Phase - (October 2021)**

The third phase involved data analysis. The stage included: developing relevant approaches for joint analysis (i.e. deciphering code from notes, organizing a reference group to review and study trends and expected results based on the comparative experiences and all aspects of evaluation data collected): reporting back on findings and incorporating comments. This stage included preparing a draft report - used to gather initial feedback after the initial presentation of evaluation results to governments, donors and other stakeholders.

- **Report and Dissemination Phase (October 2021)**

The final stage involved finalization and reporting back findings. This stage involved incorporating comments from the implementation team and relevant stakeholders. The evaluators prepared and shared a findings report and incorporate any final comment. The evaluators also completed a final audit report.

5.3 Gender and Human Rights

Gender and inclusion – Women, children, elderly people and persons with disability are the most vulnerable to disasters and become the first victims. Social inclusion can reduce the

vulnerability of the above mentioned segment of the community. UNDP has specific policy on gender and inclusion. The evaluation focused on whether the DRRF applied to gender and inclusion sensitive approaches, and whether this improved the rights of women and Persons with Disabled equality. The concerned approaches of UNDP were used as the indicators for verifying the implication of Child rights, gender and inclusion in the project. Related information has been collected from the prepared reports (i. e. QPRs, APRs, ROAR) and studies of the project, moreover, primary information was also collected through conducted KIIs and FGDs.

5.4 Performance standards and Ethics

The evaluators read and signed the UNEG Ethical Guidelines for Evaluators (**Annex 18**). The evaluators vigorously upheld these standards and had been accountable to them throughout the evaluation. Efforts had been taken to protect informants' rights and confidentiality including interview notes and/or transcripts created as part of this evaluation. We followed the general and acceptable principles of ethical considerations, e.g., informed consent, voluntary participation, do no harm, confidentiality and anonymity, etc. The interview list is appended to this report. There has been no direct attribution of any remarks in this report that could lead to the identification of the informant. No interviews were refused on the ground of reasonable fear for their safety or other security issues.

5.5 Limitations to the evaluation

This evaluation was limited by COVID 19. Normally, international travel would be conducted by the international consultant to program office and project sites. This evaluation however was conducted digitally and with in-person and cases, consultations facilitated by a longer engagement of a highly qualified and locally respected national consultant who conducted the field-work with stakeholders. Surveys were used to support data gaps and ensure understanding. A key challenge included the time difference for online joint zoom calls to stakeholders for the international consultant. The Evaluation consultants had maintained flexibility and used snowballing to identify relevant informants as the evaluation progressed.

6 ANALYSIS FROM EVIDENCE

6.1 Relevance/Coherence

i) Needs and or Priority Based –Dynamic and Flexible – Dynamic Changing Operating Context

In terms of overall relevance, Bangladesh is a disaster-prone country, and the rationale for quick standby financing and emergency recovery assistance including capacity building and learning about early recovery as part of the DRM cycle is entirely justified based on the dynamic emergency context. In terms of the operating environment, impacts of climate change are enabling more intensifying and frequency in the disaster events and secondly, the majority of the severity of the disaster, i.e. rapid onset and nature of the disaster are changing and increasing .i.e. mudslides and more drought.

The DRRF provides support to the government and also the HCTT as Shelter and Early Recovery Cluster lead. UNDP's early recovery engagement is complemented by its close collaboration with Inter-Agency Standing Committee (IASC). The DRRF does thus work closely with IASC members, including other UN agencies and NGOs, in support of the government. The Ministry of Disaster Management and Relief (MoDMR) with technical support from UNDP Early Recovery Facility (ERF) and funded by DFAT-Australia and UNDP's Early Recovery Facility commissioned a study on: 'Bangladesh's Disaster Management Lessons Learned Reviewing disasters over 10 years: 2005 – 2015'.

The evaluation team learned the basis for DRRF was that: (1) There was an inadequate focus on recovery in policy, practice and lesson learning. As such it was recommended that since the Sendai Framework has generated increased interest and commitment among the policy makers and practitioners in Bangladesh, the Government and the development partners should use DRRF as an opportunity to push forward resilient recovery agenda in Bangladesh building on past experiences. Secondly, the lesson surfaced that Bangladesh is committed to recovery activities which are supported by "Build Back Better" but there is a gap in terms of available resources to ensure this. That led to the recommendation for a recovery policy and practice that should strive to ensure that Building Back Better, the holistic concept used in HFA (2005-2015) and SFDRR (2015-2030) for post disaster response and recovery to improve community's physical, social, environmental and economic conditions, is a reality. Thirdly, Bangladesh is committed to implement Sustainable Development Goals (SDGs 2016-2030) where the DRR related Goals are: 1 (Target 1.5 related to building resilience), 6 (Target 6.2 related to sanitation and hygiene), 11 (11.5 related to reducing death and missing persons) and Goal 13 (Target 13.1 related to climate change impact and adaptation). Though goal 6 is related to water, sanitation and hygiene, hygiene has got its relevancy and importance as a tool to fight back COVID 19. Hence, a response and recovery facility DRRF is responsible for SDGs Targets 1.5, 11.5 and 13.1.

Comprehensive Disaster Management Programme (CDMP) (implemented in two phases-2004-09 and 2010-2015) focused on implementing the Hyogo Framework for Action in mainstreaming DRR throughout Government. However, CDMP did not work on disaster response or recovery. This "gap" will address by an increased focus on recovery, by MoDMR, with the support of UNDP's Disaster Response & Recovery Facility. Moreover, the key findings from the 7th meeting of the ERF Project Advisory Board held in October' 2017 also identified gaps in (1) Uneven progress in risk informed development (2) Engagement of Private sector in DRR and recovery (3) Poverty graduation is not risk proofed and (4) Livelihood scarcity aftermath a disaster and post disaster recovery capacity is still limited. These lead recommendations for designing the next phase of DRRF to (1) Support National capacity for resilient recovery (2) Implementing recovery intervention with pre-approved window (3)

Providing analytical service delivery to humanitarian players and (4) Bring Innovation in Recovery.

In terms of observable gains after years of previous UNDP financial and technical as well as the capacity-building and learning support through earlier phases of the DRRF, the country has witnessed a significant reduction in the loss of life and is witnessing a quickening of the disaster response and early recovery periods. The current phase of the DRRF 2018-2022 formulation (design) has thus been built on decades of UNDP and GOB Early Recovery and Humanitarian engagements and its work program currently sit near national moves towards DRM full-cycle governance and resilience. In recent years there has been increasing demands for local NGO capacity building in the early recovery space. More and more demand for early recovery capacity is coming from the local NGO sector and there is an expectation that these local NGOs will play a larger role. This was confirmed by the evaluators.

This new context requires more localization (capacity building) of the response. For instance, a movement is happening about the demand for greater digitation of the response measure i.e. cash payments and ease of transfer of finance. UNDP-DRRF has been building the capacity of the response for inclusive digital payments. DRRF already disbursed committed cash support to 28,402 beneficiaries in the last two years for emergency shelter and employment supports for food, cyclone *Amphan* and COVID affected h/hs. However, more is needed to build this technological capacity for inclusive digital payments and cash transfers i.e. access. For instance, inclusive digitization is an observed early recovery capacity gap that can be attended to with further partnership and resourcing. There are other gaps identified during the MTR that can be capitated and systemically operationalized and with greater synergies with the ongoing National Resilience Programme (also a project of UNDP and SIDA).

DRRF should undertake projects/ schemes in line with SFDRR and related SDGs. For Target 1.5 of Goal 1, Target 11.5 of Goal 11, and Target 13.1 of Goal 13 of the Agenda 2030 are important for disaster risk reduction and mainstreaming DRR, gender equity, upholding the rights of persons with disability for which DRRF is accountable to. These targets of the SDGs are related to mainstreaming gender, disable and climate sensitive approach for DRR, disaster resilience and disable friendly housing, policy formulation to integrate DM in district development plans, policy to establish partnerships for disaster resilience with the private sector focused roles, responsibilities, investment priorities and incentives Including regulations and inclusion DDR and CCA in development projects.

ii) COVID 19 Learning

The evaluators questioned COVID-19's impact on the operating context Stakeholder said, the recent COVID 19 impacted on some aspect of slowed implementation of the work plans. It also taught the operational aspects about the total breakdown in supply chains. Before COVID 19, UNDP could bring in surge but immediately with COVID 19 there was a local need to build self-reliance. Bangladesh did not need to bring in the surge and responded by repurposing and adapting manufacturing, for instance, to make PPE and cheapest ventilators in the world.

However, a new complexity has arisen as elsewhere in the country's disaster management due to the effect of the COVID-19 pandemic. This situation initiated new challenges in the contemporary response and recovery of appeared disasters that have been observed during the response and recovery actions of cyclone *Amphan*. Furthermore, pandemic effects are delaying the livelihood recovery of marginal communities due to reduced economic opportunities in the villages. DRRF, as a project working for strengthening the disaster recovery capabilities of the country, should soberly consider this new dimension of the recovery issues and would provide the necessary guidance to face a situation which was not estimated before.

Apart from many successful initiatives, it is observed that DRRF was also slow to deliver several intended capacity-building activities under “Outcome 2 and 3”. The year-round COVID-19 pandemic from the beginning of 2020 seriously disrupted the delivery of the planned training to the government officials and other stakeholders. DRRF required more time to complete the mentioned training activities considering the necessary pending training. Without completion of intended trainings and capacity-building activities, it would be difficult to achieve the mentioned outcomes perfectly.

However, mobilization of the remaining 56% within the rest of the project period (up to December 2022) has posed a real challenge. Slow mobilization of resources might be the result of impact of COVID 19 worldwide. Mobilization will also be a challenge in new normal. Moreover, Donor funding may be shrunken. Hence an extension of DRRF will be helpful to proper usages of the opportunity of the ‘disaster window fund’.

iii) Global Relevance and Global Corporate Requirements

Learning through the DRRF and UNDP catalyzing interventions is relevant globally. For instance, it is well known that normally the disasters affect the same people, the most vulnerable and marginalized and this is the same situation all over the world. Having pre-cleared rosters of partners and beneficiaries was essential and the UNDP office through DRRF has been building capacity while at the same time doing micro assessment and through spot-check monitoring. DRRF in this way is not just a contractor for emergency support, it is about the relationship on response and learning about the response and growth in improved early response together.

UNDP corporately is promoting a global accelerator lab project and advocating a mechanism for integrating emerging issues and a design thinking approach. The accelerator lab global learning network fits well with the DRRF intention to support global learning about the context i.e. Support to emerging disasters approach and so this synergy might also be tapped as a mode and network to scale up learning from Bangladesh. Here, the evaluators find a natural affinity between the accelerator lab and the DRRF country approach and this might be augmented in the office for future results.

The DRRF is a part of a global exercise to effectively bridge development and humanitarian work. There has been a recognition that the full cycle DRM is cross in the humanitarian and disaster practices and that there was a gap for bridging the learning from the early recovery period and integrating into the longer-term recovery planning, to build further resilience and better responses. Here, UNDP globally can do much better to highlight the Bangladesh disaster facility as a premier expression of the mechanism for protracted emergency crisis and capitalize on the value-added to the financing partners who have expressed that they are not clear as to what is the value-added and how they might gain visibility of this with their constituents and taxpayers.

Additionally, in terms of DRRF as a global procurement and building resilience from early recovery (humanitarian-development nexus) experiment, the resident representative has a delegation of authority that needs to be reconsidered carefully with the level of risk in terms of the bang lash risk profile and geography. For instance, for the DRRF to work effectively and per the nature of its high risk, the UNDP RR needs a greater delegation of authority. UNICEF Bangladesh has, for example, delegation of authority for over \$1,000,000 while UNDP has only \$150,000 as the delegation of authority for procurement to support programming.

iv) Logical Results Framework: Coherence /Assumptions and about the linkages between DRRF and other interventions within the sector.

The modality was set up as a DIM modality under the following assumptions:

- a) DIM modality is supportive to rapid response in ways NIM modality management, procurement, financial and other procedures are not. This will allow the Disaster Response & Recovery Facility to operate with procedural flexibility to respond quickly to disasters and emergencies and incorporate additional resources mobilized;
- b) Continuation of DIM modality will allow the risk of gap posed by the GoB project approval process for NIM projects. In light of the 2017 flood response and ongoing Rohingya crisis, avoiding a gap will be critical for UNDP to continue its support to GoB in managing the impacts of these, and to provide support to the most vulnerable affected people; and
- c) DRRF complements the nationally owned, capacity development-focused National Resilience Programme. The nationally implemented (NIM modality) NRP-MoDMR will be guided by its MoDMR-appointed Project Director to advocate for recovery within the GoB system and build sustainable capacities in MoDMR, DDM and key line Ministries. Meanwhile, DRRF will use DIM's procedural flexibility to provide rapid support to GoB when disasters and emergencies happen and tap into UNDP's unique position to advocate for recovery investment to development partners, the UN system and private sector. Through their separate modalities, the two can fully capitalize available avenues for promoting pro-poor resilient recovery to stakeholders and provide recovery support to most-vulnerable affected people.

The DRRF modality as a bridge in between the humanitarian – development - nimble and effective financing modality for early recovery - emergency response and learning and teaching about the responses, was found to be a convenient and effective modality for these purposes. DIM and the funding window are especially good for receiving the CERF funding but DRRF is a facility that aims to provide learning and capacity building from early recovery experiences both nationally and globally. Stakeholders say it can do better. Through experience, DRRF aspires to identify relevant needs for capacity building and to advocate policy changes in the national DRM work. The evaluators learned that while it identifies the need is for financing early recovery capacity work, donors are not interested to finance early recovery capacity building and don't often see the logic. UNDP DRRF can improve its monitoring as well as it is positioning and framing to rise to its comparative advantages. For instance, of the benefits of early recovery capacity building projects and policy advocacy needs in this area to the prospective donor. Additionally, evaluation learned that while knowledge management is a key feature of the DRRF design and modality, yet DRRF has not been effective at imparting the learning from monitoring or for communications and knowledge management, i.e. to package and disseminate the learning from the different responses. Improvement is recommended at MTR.

The DRRF project and performance measures were designated for 4 years but due to its rationale as a procurement and response mechanism, the results framework was not fully fleshed out to measure capacity building targets and impact. DRRF currently use ERF's achievements as its baseline. The scope of DRRF work is "constantly emerging and demand driven and need based" and so the team suggested the indicators change. For example, a revision and sets of new indicators were incorporated in the ProDoc and was duly approved by PAB in 2020. While this is true, evaluators feel the DRRF is designed based on this rationale but it needs stronger, smarter results Metric especially for the early recovery capacity building and learning aspects.

The team learned in a series of interviews with a wide group of representative groups involved in this evaluation that what might be improved are the monitoring, the learning and communication aspects. The learning generated from the experiences is in fact the 'bridging activity' between the humanitarian and development planning and thus the how to build back disaster governance better and so the DRRF actual emergency work and those experiences and capacity gaps areas are communicated for the broader early recovery stakeholder and community learning and policy changes. The evaluators learned about the national resilience program with the DRRF, share a common space about learning from early recovery capacity building and that if done systematically and intentionally they both might do a better job. The stated value-added of the DRRF modality is thus the ability to feed lessons and experiences and learning needs into the national capacity work and for informing the project ideas from all the actual experiences.

While UNDP funded with core funding a roster of the surge, key early recovery capacity building projects ideas also showed needs for funding, i.e. Inclusive access of refined digitation of cash transfers the building of national NGO local capacities as one example, mapping hotspots and vulnerable persons for prepositioning response i.e. cash is another. In this regard(resource mobilization and for learning purposes) UNDP DRRF is investing in early recovery research and packaging key knowledge products that support practice and policy change for the DRM cycle (These important aspects of the DRRF function was found to be weak and can be improved). A key problem with the DRRF effectiveness is not that it is not getting results but rather that it is weak on monitoring and reporting and communication for policy and learning. Related is a problem of UNDP country staff turnover and challenge to keep the capacities in the office that have been built. This is a global UNDP issue with competitively contracting and especially in situations where good staff is found and there is a big competition for these staff.

v) DRRF Concept as Modality - Flexible; Nimble; Learning

In terms of the modality, the flexibility that the DRRF has a DIM integrated with UNDP facility, is central to its ability to its function and rationale, that to provide emergency response quickly and nimbly. Flexibility is also needed in a situation where compounding disasters are concerned. For instance, Cox Bazar started as a humanitarian dislocation but was also impacted by landslides and others. The DRRF was able to deal with this effectively and quickly. That experience illustrated need for capacity building of local NGOs to respond to the protracted crisis this way.

While the DRRF is staffed as a project, it was premised and built on the intention that it would integrate with UNDP operations and country program as a key part of the overall UNDP risk sensitizing development orientation of the country program work including support the CPD capacity-building approach. As a direct execution modality, it was built to support a dynamic shifting country context with protracted emergencies. The DRRF concept is thus an operational humanitarian and early response and capacity-building facility focused on providing nimble support during emergencies and also capturing and imparting learning for early recovery.

As a "cog in the UNDP wheel" according to the Resident Representative, the DRRF plays an important part of the entire UNDP portfolio and capacity-building approach to capacity change and promotes intersectoral planning for resilience and resilience for sustainable development. DRRF has a special role in UNDP country programming which is also focused on imparting learning based on its effective early responses and seamless engagement with both the humanitarian and emergency sectors. The DRRF thus cannot be viewed in isolation within the UNDP country program and portfolio. It sits under the concept of resilience. The project management and design have the benefits of the UNDP infrastructure including its communication, procurements, and knowledge management –learning functions. It has the

benefit of the early recovery cluster itself. It has the benefits of the UNDP in-house research facility to codify some of the knowledge products based on the learning from actual emergency responses and to influence DRM policies and planning as well as resource mobilization. Here the evaluation found the investigation needs more conscious and planned program work on early recovery to resilience KM and learning.

While it should therefore be fully integrated with the holistic UNDP portfolio in terms of risk sensation of all activities and plans, the evaluators found some aspects can be improved including the capturing and imparting learning aspects.

vi) Planned Partnerships and Stakeholder participation

According to the project Document, the following includes the key stakeholders to benefit and involved in the work of the DRRF.

a. Advisory Board

The Advisory Board is constituted by the following members:

- Chair: Country Representative, UNDP (or designate)
- Co-Chair: Representative, Ministry of Disaster Management and Relief
- Representative, Economic Relations Division
- Representative, Department of Disaster Management
- Representative, UN Resident Coordinator's office
- Private sector and NGO Representatives (one each)
- Representatives, Development Partners
- Member Secretary, Assistant Country Director & Cluster Head, UNDP Inclusive and Resilience Growth cluster

The Project Advisory Board composition is always flexible and will, with the addition of GoB or funding partners in the project, expand to include representatives of any additional GoB Ministries in whose sectors Disaster Response & Recovery Facility undertakes any substantial amount of work.

The Pro-Doc also asks to include Implementation, Monitoring and Evaluation Division (IMED) of the Ministry of Planning, relevant ministries and private as to be co-opted in the Project Advisory Board.

- The Board will be a high-level policy formation body that will:
 - I. Will meet at least once in every three months;
 - Review progress of the project and discuss policy implication;
 - Recommend actions to reflect new policy directions in national planning documents (GoB National Plan for Disaster Management 2016-2020, 7th Five Plan, Agenda 2030 etc.);
 - Provide proper p[policy guideline to overcome the problems of the project and assist UNDP to implement disaster reduction, priorities and emerging challenges related to disaster management in Bangladesh;
 - Advice regarding opportunities for inter-departmental/ministerial cooperation and coordination.
- The board will meet biannually to review the DRRF's strategic direction and functioning. The board will provide executive direction to the DRRF 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.

- Beyond the Advisory Board at the national level, there is a technical body at the Upazila level to guide implementation and monitoring of projects at the ground. Formation of local advisory board is mentioned below.

b. Technical Advisory Group at Field Level

To provide technical advice and monitor the project activities as and when implemented for smooth implementation of the projects/ schemes undertaken and for overall coordination, a Technical Advisory Group at Field Level (where necessary at the time of recovery programme) to be formed at the Upazila level. The formation of the TAG will be as follows:

TAG at the Upazila level

• Upazila Nirbahi Officer	Chair
• 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(s)
• UNDP Representative	Member
• Upazila Project Implementation Officer (PIO)	Member-Secretary

6.2 Effectiveness: achievement of planned expected results – changes in log frame

This section outlined the progress towards DRRF stated objectives and expected outcomes as per the results framework. The fully assessed performance rating per result indicator is provided in **Annex-1**. In this table, 'Ratings' are considered as 'HS – Highly Satisfactory', 'S – Satisfactory', 'MS – Marginally Satisfactory', 'MU – Marginally Unsatisfactory' and 'U – Unsatisfactory'. Moreover, considering the project management reported results (**Annex-2**) and other associated information collected in both primary and secondary sources, an analysis on the achievements of expected outcomes/results provided below that justifies the extent of effectiveness of DRRF;

After the inception of the project in October 2018, DRRF has implemented several responses and recovery schemes including emergency shelter support to 5,402 female-headed households in north-western districts of Bangladesh affected by the flood of 2019; emergency shelter support to Cyclone *Amphan* affected 14,500 female-headed households in the coastal region of Bangladesh; creation of income opportunities for the most vulnerable 8,500 people affected by the compounded impact of Cyclone *Amphan* and COVID19 pandemic etc.

DRRF extended full support to the Rohingya crisis. It supported the Cox's Bazar UNDP Sub-office in implementing different activities. In response to the outbreak of the COVID19 pandemic; DRRF has taken several initiatives, including raising awareness on preventive measures, distribution of PPE among cleaning workers of 16 municipalities, implementing partners and local governments; capacity building of Al-Markazul Islami Bangladesh in safe burial of COVID-19 deceased, and support to develop 19 volunteer groups in 8 city corporation for managing the burial of COVID-19 deceased; awareness-raising on the safe burial of COVID-19 deceased from different religious groups, etc. DRRF also provided an emergency fund to 32 Upazilas in 7 cyclone *Amphan* affected districts to augment the Local Government's capacity in dealing with the COVID-19 pandemic under a natural disaster scenario. The fund

was utilized in arranging transportation in evacuating around 0.3 million people, cleaning about 1,400 cyclone shelters, and ensuring hand-washing facilities at more than 2000 cyclone shelters. Moreover, PPE, NFI, and dryfood at the cyclone shelters were also distributed.

As a part of national capacity building for effective disaster management, DRRF has provided training to high officials of the MoDMR. Currently, DRRF has provided technical support to the Fire Service and Civil Defence (FSCD) towards its reform initiatives for its improved performance in fire hazard and other emergencies. DRRF has supported the NRP project in formulating the National Plan for Disaster Management (NPDM) for 2021-2025 and the development of the Post-disaster Recovery Planning for Cyclone *Amphan* and Flood 2020. DRRF has been supporting the Ministry of Disaster Management and Relief (MoDMR) in developing a data management system on “Digitalization in beneficiary Selection.” It has also undertaken a joint initiative with IOM on “Disaster and Pandemic Data Management for IDPs and Migrants”.

Disaster risk reduction and DRM are the thematic areas where the DRRF performed per its mandate. The COVID pandemic interrupted results - DRRF could not achieve its output and outcome level objectives significantly. However, as per the analysis mentioned in **Annex – 1** the overall situation of the achievement is robust in respect of response and recovery programmes including shelter support, creation of income generating activities, transferring cash grants and wages to the beneficiary workers, mostly women, through mobile banking. The women headed households expressed their full satisfaction in receiving shelter materials and cash grants. So in emergency situation, for example during flood, the households can break their shelters into pieces to shift into a safe place. DRRF worked for localization of DRR and it leveraged technology in benefit transfer and digitization of beneficiary data. DRRF developed partnership and established itself as a *modality to bridge the humanitarian support and development*. The contribution of DRRF’s USD 50 million disaster window has significantly contributed towards an improvement in Rohingya crisis. The team reported stakeholders being the strong advocate for improving disaster government effectiveness in response and recovery and integrity in post disaster benefit transfer and overall resilient building. Low interest in resource mobilization for early recovery both from GoB and by major donors is one of the major contributing factors and impediments to enhance UNDP performance. UNDP DRRF is positioned for helping improve socio-economic development and inclusive growth at the local level, but DRRF is yet to develop any tools to measure its contribution towards change at national level. This is a major finding.

Analysis per ProDoc Expected Outcome

Outcome 1: UNDP has an effective Disaster Response and Recovery Facility in support of the Government of Bangladesh.

Result 1: UNDP has an effective Disaster Response and Recovery Facility in support of the Government of Bangladesh.		
Output	Activity	Findings
Output 1.1: UNDP has technical and operational capability to manage the Disaster Response and Recovery Facility	<p>Recruiting of Staff</p> <p>Setting up of Surge capacity</p> <p>Developing advocacy strategy</p> <p>Planning trainings and workshops</p> <p>Conducting periodic evaluation/s</p> <p>Conducting a multi-stakeholder post-disaster needs assessment</p> <p>Supporting GoB to develop Recovery Strategy and Plan</p> <p>Assisting GoB to coordinate recovery interventions by national and international humanitarian and development agencies</p>	<p>DRRF has a small unit to run the project activities. There is a Project Advisory Board with representation from relevant ministries and departments of the government. The Board approves the annual plans and projects to be implemented as response to any disaster or recovery programme in post disaster period. The Project Manager is the main person to guide a small team of six staff, namely, Capacity Building and Advocacy Specialist (SB4), Shelter Specialist (SB4), Resource Mobilization and Communication (UNV/ Intern), Programme Associate (SB3), and Admin and Finance Officer (SB3). Above the Project Manager, there is UNDP ARR/ Programme Analyst who is a UNDP staff monitors the activities of the DRRF management unit (Organogram attached). However, the PM position is vacant now and the Shelter Specialist is looking after that in addition to his job. The Unit also needs additional support staff for procurement, M&E, learning and communication.</p> <p>The shortage of staff makes the DRRF helpless to communicate properly and keeping liaison with Government offices and other partner organizations timely and effectively. It is evident from interviews with KIs in the DDM and MoDMR that the new officers joined on transfer know very little about DRRF functioning. The COVID 19 pandemic situation is a reason too for not regular meeting.</p> <p>Government has not prepared an early recovery plan as yet. During disasters and in post disaster period the Standing Orders on Disaster (SOD revised in 2019) is followed. The SOD is a book that tells government agencies, local government, NGOs and voluntary organizations what to be done before disaster, during disasters and during post disaster period.</p> <p>Training programmes organized at DDM and other organization, though piecemeal basis, are good</p>

		<p>But regular follow up is to be done. The Tsunami training and drill at Cox’s Bazar was arranged on Japan Government’s fund. Field evidence shows that the training programme was good. But regular drill was to be continued by the school management, which didn’t happen. Of course due to COVID situation Schools were closed for 18 months. Such programmes as good practice need to be scaled up in other educational institutions of coastal strip. But who will do that? No step has been taken to bring such programme in the policy of education sector.</p> <p>DRRF as UNDP unit/ facility works in the early recovery cluster and provides technical and financial support. However, it can work with the MoDMR to formulate a more systemic emergency and early recovery and (full) recovery policy guide to be followed by all – the government agencies, the I/NGOs and Development Partners/ Donors.</p> <p>DRRF itself doesn’t have such capacity or manpower; but it hires consultant/s for the purpose.</p>
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Outcome 2: National capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters.

Result 2: National capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters.		
Output	Activity	
<p>Output 2.1: MoDMR and selected sectoral ministries have capacity to carry out post-disaster recovery needs assessment, formulate strategy and plans; and mobilize resources.</p>	<p>a) Training disaster management officials, CSOs, NGOs, UN agencies on: i) Post Disaster Needs Assessment (PDNA) ii) sectoral PDNA guidelines iii) recovery information management system and iv) upgradation of recovery planning and implementation mechanism of</p>	<p>a) PDNA training has not been provided. In the SOD there is a provision of preparing D-Form for assessment within 3 weeks of the disaster occurrence that is a post disaster needs assessment process of MoDMR/ DDM. But not done always. Secondly, as per the form there is less scope of assessing actual loss and damage. From ERF training and capacity development training of field staff of DDM was conducted on PDNA and on preparing the D-Form correctly. DRRF could continue that programme as a follow up. Moreover, This D-Form/ assessment form is not practiced by other departments. So, DRRF could take a holistic approach for PDNA.</p>

	<p>selected ministries to incorporate of BBB principles</p> <p>b) Developing Master Plan for Fire Service & Civil Defense as well search and rescue volunteers.</p> <p>c) Building capacity of DRROs and PIOs on disaster response, early recovery, recovery and coordination (NGO involvement).</p> <p>d) Supporting Govt to prepare Action Plan to reduce the risk of lightening/thunder storm</p> <p>e) Developing software to enhance the coordination and management of DRROs and PIOs from the central level of national volunteer organizations on disaster response, early recovery, recovery and coordination</p> <p>f) Training and equipping volunteers for disaster response, early recovery and recovery interventions</p>	<p>- Besides, just after a disaster HCTT triggers an assessment, known as Joint Needs Assessment, a Bangladesh approach to assess the loss and damage jointly by Government agencies and i/NGOs. Relevant departments except DDM should be brought under this platform.</p> <p>b) Bangladesh Fire Service & Civil Defense Directorate (FSCD) is a service-oriented government organization under the Ministry of Home Affairs. They remain alert for 24 hours a day; respond to all types of fire, disaster, and other emergencies to save life and property. The role of Fire Service also includes effectively preventing fire, creating awareness on fire safety, and enforcing the inbuilt fire protection arrangements for various types of occupancies in line with Bangladesh National Building Code. However, new risks have emerged owing to some major fire incidents, building collapses, unplanned urbanization, and industrialization. The FSCD is thriving to acquire competencies as one of the leading firefighting and disaster management organizations in Asia. To take on new challenges, tackle the emerging risks of the modern era and fulfill the mission and vision of the FSCD; there is an urgent need for enhancing the overall capacity of the organization including administrative and technical capacity. The need for a multi-disciplinary directorate is the need of time. A detailed study for organizational reform of FSCD encompassing modification of the existing organogram with well-defined human resource management, career planning, capacity building for tackling different types of disasters which can assure a reliable and strong workforce.</p> <p>The broad objectives of the study are:</p> <p>a) To carryout review of existing organogram and needs of new organogram for capacity development and suggest organizational reform.</p> <p>b) To assess field station capacity and suggest capacity enhancement measures for different types of stations.</p> <p>c) To suggestion regarding organogram of new task group of suitable size specially trained to handle special task independently and/or in support of other Agency/Department's special task groups.</p> <p>(C) As the project was run through vigorous participation of multi-level capacities from UNDP, PNGOs and Government Stakeholders, DRRF project has been able to evolve the capacity of engaged personnel and local level stakeholders a</p>
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		<p>huge. Government level stakeholders i.e. PIOs and UNO acknowledged that project has been able to fortify the capacity building all the engaged human resources as a whole though they reported that capacity building is a continuous process, they are learning continuously from different project and program but they also spoke that they have learned many good things from project i.e. warehouse management, emergency distribution, how to control mass and crowd management and problem solving, beneficiary selection etc. were the area of their capacity building that will help government level stakeholders and project management team to implement such kind of disaster response, early recovery and recovery project more efficiently as well as effectively. PNGO & UNDP proved the capacity of good management & governance in executing & implementing the project at field level.</p> <p>On contrary, some government respondents have reported concerns that the project management team who were employed for managing and looking after the cash for work should have good field specific contextual knowledge i.e. scheme site selection, environmental challenges, social aspect and potential field tension or assumption & risk factors that may emerge from the field and can effect adversely on work quality and overall field level project execution.</p> <p>For example, beneficiary of cash for works in coastal district Satkhira didn't get cash money on time that made tension at field level and arise anxiety among them, even beneficiaries were started to show misperception towards union chairman and project management team that they may not get the money.</p> <p>d) Not started.</p> <p>e) Not started</p> <p>(f) Regarding training and equipping volunteer, DRRF project provided support on Tsunami Awareness Program in Cox's Bazar UDPD provided 2 days training to school teachers and education authority with a view to conducting Tsunami Awareness and Evacuation Drill at school. After receiving training respective</p>
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		<p>school teachers form performer and volunteers group from school students and organized drill at school level ensuring the participation of multi of local, district and Upazila level stakeholders i.e. District Administration, Education Authority, Political Leader, Union Parishad Chairman. Again the schools possess some equipment and apparatus i.e. volunteer vest, stretcher, hand mike, protective head cap, and script for Drill. Respective local level CPP and Red Crescent Volunteers also took part in assisting the drill demonstration at school level.</p> <p>At community level, UNDP didn't form, equip and provide training who can employ in future disaster response, early recovery and recovery project.</p>
<p>Output 2.2: UNDP's capacity is enhanced to support coordination and foster partnership in (early) recovery and shelter sector</p>	<p>a. Developing roster for Consultants and NGOs b. Setting up of Surge Capacity c. Developing communication plan/strategy d. Preparing assessment tools & techniques e. Planning trainings and workshops f. Introducing simplified procurement process for speedy delivery</p>	<ul style="list-style-type: none"> • Roster for consultants and NOGs have been developed. • Surge capacity has not yet developed. So, in need other colleagues from UNDP are deployed, but they have their own assigned business. It might delays the activities. • One communication consultant is engaged to develop communication materials and plan. • Not done. PDNA can only be done after a big disaster when World Bank also comes to do disaster damage and loss assessment (DALA). PDNA is a joint programme of UNDP and World Bank and once done after cyclone SIDR occurred in 2007 in the country. There is scope to work in Joint Needs Assessment (JNA) process and conducting capacity building to use D-Form of SOD for disaster assessment. • Yet to be done. • The UNDP has procurement plan.

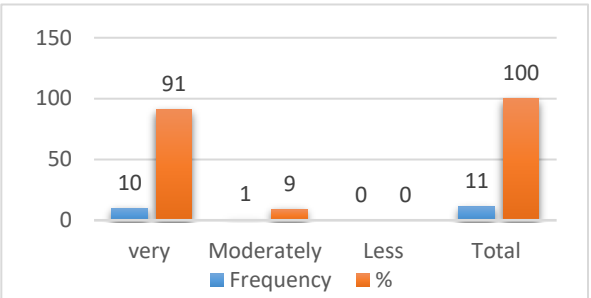
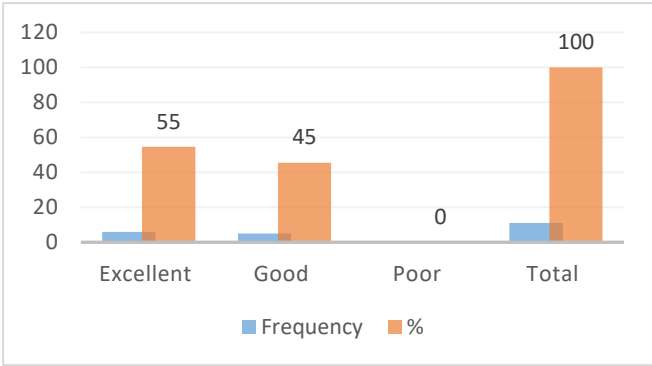
Outcome 3: Disaster affected people, community and businesses are supported; and environmental ecosystem restored, to achieve a resilient recovery for continuation of sustainable development goals (SDGs).

For Result 3, a window of USD 50 million has been created as UNDP can quickly mobilize considerable volume of resources (support to national-level disasters in response to GoB appeal / request or extend complementary support). Additionally, Multi-Donor Trust Fund (MDTF) can be considered for meeting early recovery needs. While a dedicated fund could be set up for early recovery, DRRF needs to access critical funding sources. 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 emphasize on reflecting early recovery requirements more systematically and consistently in these mechanisms.

Central Emergency Response Fund (CERF) is another critical fund; CERF is a standby fund designed to enable more predictable, timely, and equitable responses to humanitarian agencies. Though the CERF is an emergency fund, time-critical early recovery needs can also be covered through the CERF if a proposal reflecting key early recovery priorities can be developed. In addition, DRRF can seek access to the CERF for shelter and other non-food basic needs during large-scale events.

Result 3: DIM Fund for Disaster affected people, community and businesses are supported; and environmental ecosystem restored, to achieve a resilient recovery for continuation of sustainable development goals (SDGs).		
<p>Output 3.1: Disaster affected households, communities, businesses are supported with timely recovery assistance</p>	<ul style="list-style-type: none"> a) Providing appropriate recovery assistance to worst affected people; this implies targeting and implementing recovery assistance initiatives in the worst affected areas through a community-centered approach to early recovery. b) Restoring community infrastructure critical for quick recovery following “build back better” principles. c) Providing livelihood and financial support to people and small and medium enterprises. 	<p>Regarding providing assistance to worst affected people, DRRF project has targeted the most vulnerable area and disaster affected people out of the selective targeted locality. In the coast people were in huge need as they are frequently affected by tidal surge, cyclone, and salinity intrusion, hardly able to meet basic needs especially during disaster season. The recovery assistance i.e., cash for work they were provided by are appropriate enough, as target people have been benefitted a huge to meet adverse impact cyclone Amphan which were community centered people were in need cash to meet their immediate basic needs and to tackle the shock. Some beneficiary used those money in different income generating initiatives i.e., buying livestock, started or added existing to small business, someone contributed in children education. In the coastal district Barguna and Patuakhali there were provided some seeds for homestead gardening which was also helpful for the recovery, supported beneficiary to meet their basics.</p> <p>DRRF project has ensured tremendous benefit and result in restoring the community infrastructure which are critical for quick recovery following build back better i.e., repairing the fragile embankment in the coast that are protecting tidal surge, tidal water during the monsoon and cyclone season, saving people livelihood and asset, protecting huge economic losses. Again, the project made short term employment for both poor women & men of the locality, repaired embankments that are protecting tidal water and reduced people vulnerability from tidal surge, flood and cyclone.</p>

		<p>In the northern districts Kurigram and Jamalpur, the project ensured support to flood affected internally displaced people by providing shelter raw material i.e., CGI sheet and protection gears i.e., trunk Swa to make them protective and relocate their houses when flood hit the community.</p>  <p style="text-align: center;"><i>Figure 1 Project's Importance</i></p> <p>Above figure 1 demonstrates that most of the Key informants (91%) treated the project as very important while only few of the informants (9%) mentioned the project as moderately important in meeting the needs of affected community.</p> <p>After all the project has made possible to bring good result and impact in providing appropriate assistance to the worst affected people, restoring the community infrastructure that are critical for quick recovery following “build back better” and providing the livelihood and financial to people who are in acute humanitarian needs.</p>  <p style="text-align: center;"><i>Figure 2 successful do you think the project has been at delivering results so far in your area</i></p> <p>Above figure 2 demonstrates that higher than half of the respondents (55%) revealed that project has delivered excellent result so far in the area while rest of the respondents</p>
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		(45%) mentioned the project has been able to deliver good result through implementing the target interventions.
<p>Output 3.2: Sectoral ministries, local government institutions (LGIs), civil society, businesses and NGOs have capacity to coordinate recovery effort, continue development services and maintain social cohesion</p>	<ol style="list-style-type: none"> 1) Providing technical and logistic support to LGIs/Local Administration in affected areas 2) Creating emergency employment and interventions for enterprise recovery 3) Strengthening local governance processes for coordination and service delivery 4) Addressing social risks through strengthened inclusion and participatory processes 	<p>Now, early response and recovery roles are shifting to local NGOs, who are getting capacity building support from INGOs to take the principal lead in designing response project proposal and implementing humanitarian response and early recovery project in quickest possible time after hitting of any natural disaster applying their own contextual knowledge. As the UNDP has long term partnership mentioned local level NGOs, implemented some subsequent project since long before, all concerns NGOs found efficient in executing disaster response, recovery project in respective regions. All the PNGOs have sufficient technical, logistic resources and human resource i.e. DRM expert, even they meet good relation and rapport with govt. level stakeholders to implement disaster response and recovery project. All PNGOs have capacity to mobilize resources and create employment for disaster response and recovery project in the respective regions. They also found effective and efficient in coordination with govt. level stakeholders and mobilizing participation and resources of local level stakeholders i.e. District Administration, DRRO and allied LGIs i.e. Education Authority, Local Government Bodies i.e. Union Parishad Chairman and ensuring contribution of local resources i.e. facilitation of training by pertinent govt. officials i.e. Education Authority, PIO and DRRO all those participation proved of strengthening local governance process for coordination and service delivery and that also ensure the ownership local level stakeholders.</p> <p>Local NGOs meet social cohesion through ensuring the participation community people, pertinent local level stakeholders that ensure quality work and community satisfaction. All this thing are very much effective to address social risks through strengthened inclusion and participation stakeholders who helped to resolve the social tension and people satisfaction. DRRF project has been able to mobilize the local government in role to support and execute the project successfully at field through coordination of PNGOs. MTE revealed that most of KII respondents given optimistic answer in favoring the local NGOs and UNDP who met good coordination and collaboration in exacting the work at field level.</p>

		<div data-bbox="1160 204 1760 515" data-label="Figure"> <table border="1"> <caption>Data for Figure 03: Frequency of PIU s' Project management, communications, efficiency & general administration</caption> <thead> <tr> <th>Rating</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Excellent</td> <td>82%</td> </tr> <tr> <td>Adequate</td> <td>18%</td> </tr> <tr> <td>Poor</td> <td>0%</td> </tr> </tbody> </table> </div> <p data-bbox="907 523 1966 579">Figure 03: The rate of PIU s' Project management, communications, efficiency & general administration</p> <p data-bbox="907 616 2038 898">Above figure 03 demonstrates that most of the Key informants (82%) have marked the project excellent on project management ground by coordination and communication and general administration aspect while only 18% of respondents have mentioned this as adequate for the statement same with no one having any poor (0%) in performance rating. Again, it is found that project management team has accomplished all the activities very efficiently and completed all purchase and mobilization of resources that been done very appropriately though there had some management gaps in the project like releasing fund that might be happened in more appropriate time.</p> <p data-bbox="907 943 2038 1075">While in few cases, it is mentioned from respondents that UNDP and PNGOs should meet proper coordination in case of selecting beneficiary, assistant support item i.e., food /non-food or CFW scheme to ensure effectiveness of supports and avoid the field tension and duplication of work.</p>	Rating	Percentage	Excellent	82%	Adequate	18%	Poor	0%
Rating	Percentage									
Excellent	82%									
Adequate	18%									
Poor	0%									

6.3 Efficiency

a. DRRF - monitoring, management, implementation/execution, coordination, and operational issues

DRRF as a facility differs from traditional development projects and has not been designed with a fixed multi-year plan. Rather it serves as a facility with pre-approved \$ 50 M disaster window to compliment the needs of Government as and when any disaster strikes. The planned results are continuously evolving over time. The existing result framework (in ProDoc) of DRRF was designed in a broader country context perspective with limited baseline information. As a first time with such a framework, new indicators surfaced during its project implementation over the years. However, the changes were vetted by the Project Advisory Board (PAB) annually. Eventually, the LOGFRAME was changed accordingly. This is being vetted at MTR (may be seen in annex 1). In the revised result framework, the DRRF team revised the indicator statements, established more realistic baseline and targets, established gender sensitive indicators and outcome and output-based indicators. This is what has been assessed at MTR. However, evaluators learned that indicators could not be measured due to COVID-19 and or priorities been shifted with repurposing the resources while keeping the DRRF's result same. While the DRRF team report these changes are suffice and no further change are perceived up to 2022, yet the MTR state that for its intended purposes the performance measure for the expected results of the capacity building is weak and need review. Additionally, the log frame is not enabling the reporting of key results.

The proposed DRRF model was to provide a cost-efficient and effective approach for UNDP to advocate for recovery approach and investment, mobilize resources and respond to disasters and emergencies. It includes mechanisms for quickly scaling up its capacity with funds mobilized through the pre-approved Disaster Window. The following issues were considered:

- The Facility will pursue a strategy involving many operational partners and sub-contractors, and requires dedicated human resource for project management and finance and administrative tasks;
- To conduct its work effectively and efficiently, the Facility requires human resources with specialized knowledge in recovery. Experience indicates that a lack of such knowledge hampers resource mobilization and the strategic quality of interventions.

Shelter is a signature product of UNDP Bangladesh in disaster response and recovery, and UNDP is recognized as an innovative actor in designing cost-effective housing solutions. The Facility requires human resources with housing-related knowledge to maintain this position, ensure the quality of partner NGO's work on shelter interventions and support the Shelter Cluster.

Depending on disaster and emergency incidence in any given year, the Facility was expected to support response and recovery to several different disasters and emergencies, often in diverse locations and targeting many individual beneficiaries. For example, the Facility has prepared or implemented interventions related to the monsoon floods, Chittagong Hill Tracts landslides, and cyclone Mora, as well as facilitated three in-depth assessments of the Rohingya crisis at the same time. The Facility must have the necessary standing human resources to collect and analyze the large volume of information and monitoring data resulting from diverse impact sites, work streams and implementation sites from day one of a disaster;

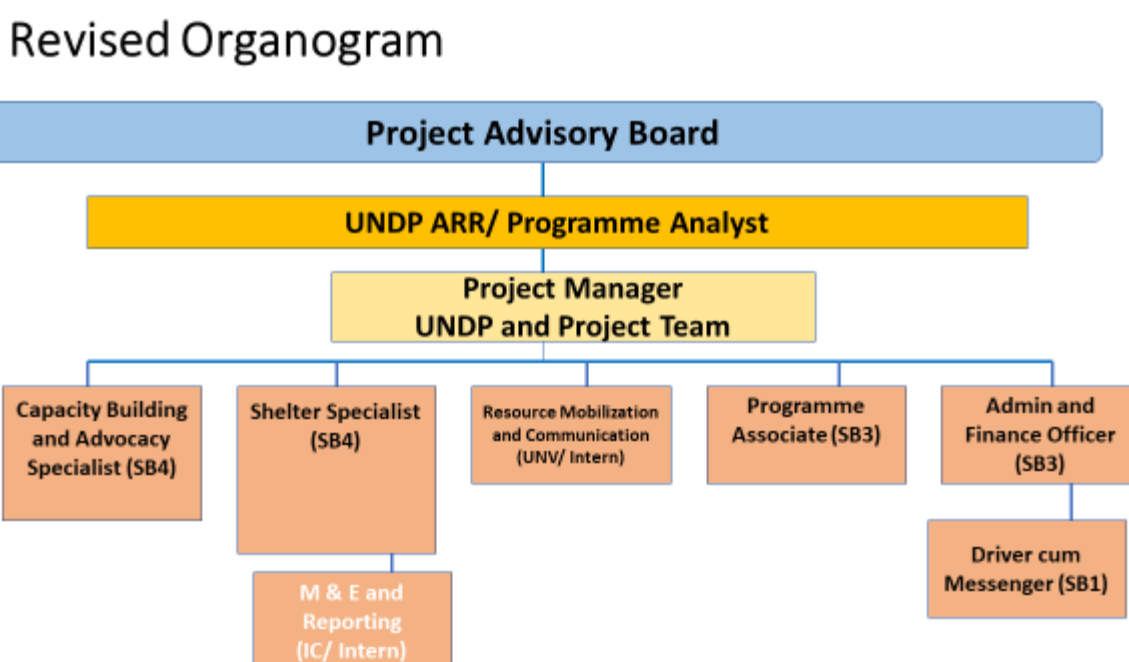
Experience from the ERF indicates that while it is possible to fund core DRRF personnel from funds mobilized through the Disaster Window throughout the project period, related

uncertainty of employment can lead to staff turnover resulting in reduced efficiency of the Facility; and

For the Facility to plan, pursue strategic advocacy and partnership goals, and strengthen UNDP disaster and emergency preparedness, a predictable albeit modest budget for operations, communications, and capacity building was to be guaranteed each year. To maintain a predictable, core DRRF with the required capacity to respond, advise and advocate, UNDP thus covers the costs of the core Facility from its internal resources. However, some of the operational costs can be recovered from funds mobilized through the Disaster Window and the UNDP funds reprogrammed according to needs. The core DRRF is co-located with the UNDP Country Office, which provides office space for the Project Manager and DRRF team. The project uses the vehicle used by previous iterations of the Facility, as well as furniture and equipment acquired then.

DRRF has a small unit to run the project activities. It is expected to be fully integrated with the UNDP office and country programme. There is a Project Advisory Board with representation from relevant ministries and department of the government. The Board approves the annual plans and projects to be implemented as response to any disaster or recovery programme in post disaster period. The Project Manager is the main person to guide a small team of six staff, namely, Capacity Building and Advocacy Specialist (SB4), Shelter Specialist (SB4), Resource Mobilization and Communication (UNV/ Intern), Programme Associate (SB3), and Admin and Finance Officer (SB3). Above the project Manager there is UNDP ARR/ Programme Analyst who is a UNDP staff monitors the activities of the DRRF management unit (Organogram attached). However, the **PM** position is vacant now and the Shelter Specialist is looking after that in addition to his job. The **Unit** also need additional support staff for procurement, M&E, learning and communication.

The actual management structure was as follows:



While some staff can be readily mobilized, more monitoring is needed for the actual activities. In addition, an assumption that the UNDP office would support all the emergency procurement and the knowledge packaging and communications have not held true. This needs more integration, resourcing. Additionally, there might be SOPS put in place for time when many disasters happen.

b. DRRF Risk Analysis and Management, including Social and Environmental Standards (Safeguards)

The evaluator learned this was not done systematically due to time constrain and it was not possible in an adequate manner. However, stakeholders say due diligence was given, and interventions were built on the learnings from other UNDP programmes.

c. Value for money and cost effectiveness

DRRF tried to ensure 'value for money' in regard to the extent of results delivery. DRRF also maintain LaA with different LGIs i.e. City Corporations, Union Parishads etc. It has undertaken programme with Bangladesh Scout too as volunteering engagement in order to quick response in emergencies. Several Long Term Agreement (LTA) with vendors are also practiced for different kinds of procurement. The unconditional cash transfer to the women headed households to reconstruct their damaged shelters, and use a portion of that money by some of the beneficiaries to restart small economic business, helped the affected households overcome the disaster shocks. Besides, the cash for work (CfW) programmes in post cyclone or post flood in one hand gives the beneficiaries access to market to purchase their necessities by choice, on other hand creates social assets.

d. Finance and Funding Modality Analysis

The funding window of US \$50 Million is a preapproved disaster window to meet the immediate emergency needs followed by a catastrophic disaster event within a time frame. Additionally, Multi-Donor Trust Fund (MDTF) was to be considered for meeting early recovery needs. While a dedicated fund could be set up for early recovery, DRRF needs to access critical funding sources. 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 emphasize on reflecting early recovery requirements more systematically and consistently in these mechanisms. An overall funding analysis is mentioned below and related detailed information is attached in **Annex 8**.

i) Central Emergency Response Fund (CERF)

CERF is a standby fund designed to enable more predictable, timely, and equitable responses to humanitarian agencies. Though the CERF is an emergency fund, time-critical early recovery needs can also be covered through the CERF if a proposal reflecting key early recovery priorities can be developed. In addition, DRRF can seek access to the CERF for shelter and other non-food basic needs during large-scale events.

For DRRF, the time frame was considered from 2018-2022 with a probabilistic immediate emergency needs in the event like a medium to catastrophic earthquake or a severe cyclone like Sidr. The basis for ERF was USD 60 m but remain unused since there was no catastrophic event. This preapproved fund is for immediate need before any bulk resources is needed. Fund sources, type, value, relevance remain unknown. Response to Rohingya crisis, or cyclone Amphan, flood in NW, COVID pandemic etc. was totally unknown when the facility was designed.

UNDP core resource of USD 1.15 m as TRAC-1 fund is a pledged resource for DRRF to manage the facility which also allows DRRF for CB of GOB, addressing limited disaster response and early recovery initiatives, innovation and piloting small projects etc.

So far USD 23.7 m has been mobilized against USD 51.15 m window by various donors and predominantly against Rohingya crisis. It could be more, if traditional donors, private sectors

or philanthropic institutions would have contributed through this 50 m channel in more response and recovery initiatives against various disastrous events. So resource mobilized is around 46%.

The overall DRRF delivery rate is to say more than 95%. Because what even resource DRRF has received, that has utilized fully. To augment the portfolio, the advocacy for DRRF in relation to its comparative advantage for quick resource mobilization-needs extensive dissemination among various donors.

ii) Financial Status as of September 2021

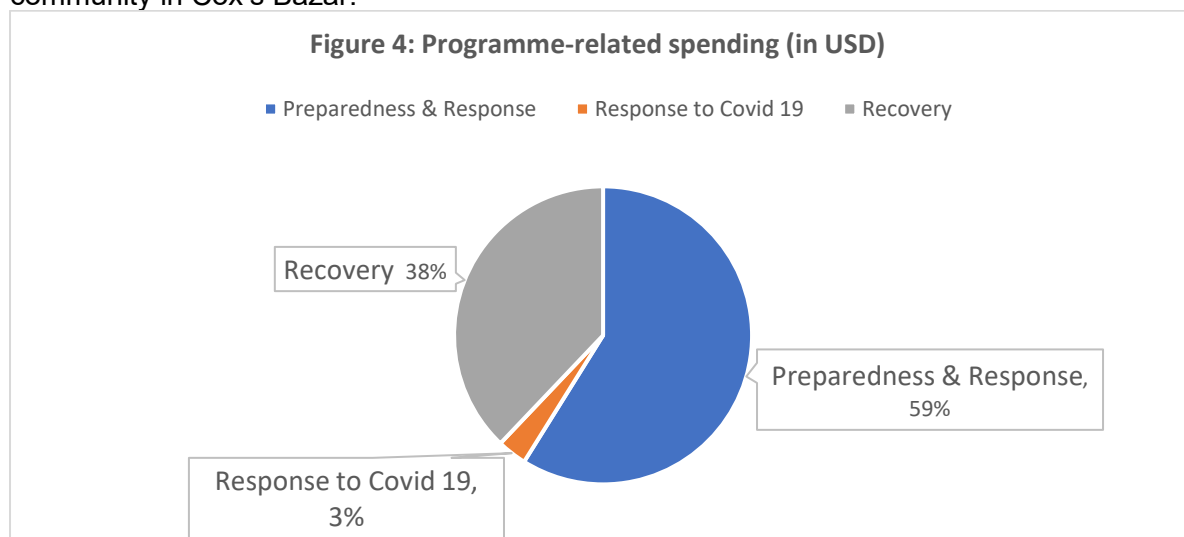
UNDP mobilizes several types of funds for quick response to disaster events.

- A. TRAC Fund: This fund is DRRF main project fund fixed for its establishment cost, capacity development of Govt. institutions related to disaster risk reduction, research study, policy /Guidelines, legislation and innovation.
- B. Disaster Window Fund: This pre-approved fund is mobilized through the support of Donors and INGOs. The design of the projects and selection of project areas are determined by UNDP and donors. It is observed that most of the donor-driven fund amounting to US\$ 18,170,505 is being utilized in Cox's Bazar targeted to support the host community for social cohesion and economic development through a project management office in Cox's Bazar.
- C. Central Emergency Response Fund (CERF): CERF is part of Disaster Window Fund. This fund is completely UN fund mobilized from different UN agencies. CERF may be treated as a standby fund designed to enable more predictable, timely, and equitable responses to humanitarian agencies. DRRF has utilized two such fund amounting to US\$ 1,689,946 provided by UN OCHA in emergency shelter support schemes after cyclone Amphan in the SW and flood in the North.

iii) Programme-related spending: US \$22,668,352

- Preparedness & Response: \$13,349,918
- Response to Covid: \$727,082
- Recovery: \$8,591,352

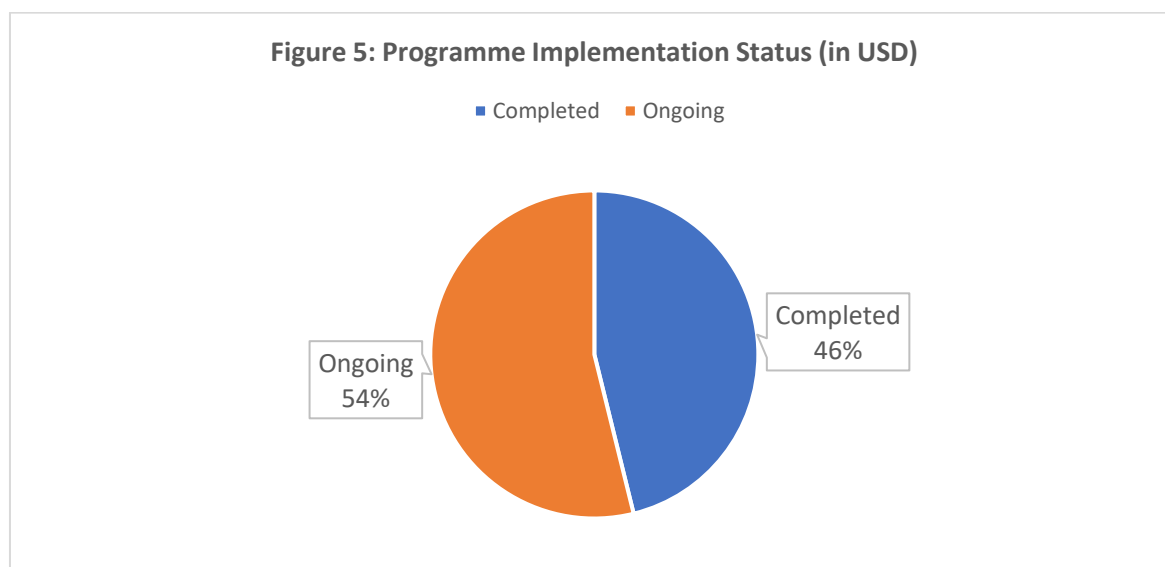
Figure below demonstrates the use of fund and reveals that 59% of rolled out fund is allocated for disaster preparedness and response while only 3% fund has been used for response to Rohingya crisis, and 38% allocated for recovery is mostly targeted to Rohingya and host community in Cox's Bazar.



iv) Programme implementation level

Fund Mobilization & Rolling out

- Total fund mobilized rolled out as on Sept'21: \$22,668,352
- Completed: \$10,461,051
- Ongoing: \$12,207,301

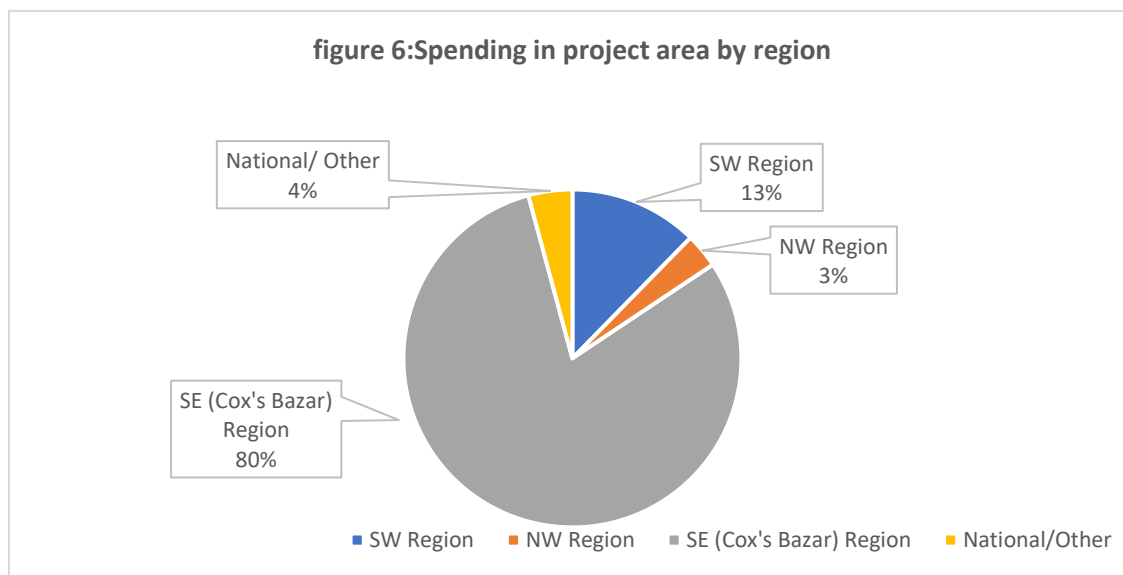


v) Spending per project area

This analysis has been carried out to see where the fund is used. The country is disaster-prone. Every year flood is a common threat. There is flush flood in north-east haor region, the frequency and severity of cyclones have increased. Drought is gradually making an adverse impact on agriculture where women's participation in crop production and non-farm activities is quite high in comparison to other regions. Region wise distribution may be seen in the figure below. Donors and Development Partners (DPs) should be convinced from the perspective of disaster and response.

- SW region (recovery from cyclone Amphan): \$2,795,232
- NW region (recovery from flood): \$750,000
- SE (Cox's Bazar) region: \$18,170,505 [\$18,140,505 + \$30000 (Tsunami Awareness Training)]
- National/Other (response to Covid 19 & Institutional capacity dev): \$952,615

Though the development partners (DPs) interest comes first, UNDP/ DRRF should appeal to the DPs to spend their money to other disaster affected areas. To support the Rohingya (SE-Cox's Bazar region) people and local host communities to reduce their sufferings is always welcomed, however, the resource should be distributed in other disaster-prone areas as a commitment of DRRF's own policy to support government and local government and other stakeholders to reduce disaster risks. DRRF can formulate a soft policy in this regard.



e. DRRF Oversight and Governance

DRRF is governed by the Advisory Board where the UNDP Country Representative is the chair and there are the participation of MoDMR, DDM and ERD representatives. The Board is a high-level policy formation body. Its Terms of Reference (ToR) are as follows:

- Will meet at least once in every three months;
- Review progress of the project and discuss policy implication;
- Recommend actions to reflect new policy directions in national planning documents (GoB National Plan for Disaster Management 2016-2020, 7th Five Plan, Agenda 2030 etc.);
- Provide proper p[policy guideline to overcome the problems of the project and assist UNDP to implement disaster reduction, priorities and emerging challenges related to disaster management in Bangladesh;
- Advice regarding opportunities for inter-departmental/ministerial cooperation and coordination.

It is mentioned in ProDoc that the Board will meet biannually to review the DRRF's strategic direction and functioning. The board will provide executive direction to the DRRF 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.

The Evaluation Team on review finds that the first meeting of the Advisory Board was convened after six months (on 21.03.2019) after approval (30.09.2018) of DRRF by the Government (ERD). Secondly, the Board sat for three meetings only in the last three years whereas the Board is supposed to meet at least once in three months. Meeting of the Board on a regular interval is important to give due respect to ministries and relevant members for developing partnership as well as follow up of the implementation of the schemes undertaken. Thirdly, the co-option of IMED and private sector, and NGO representative was not possible though in the first meeting there was a recommendation of inviting FBCCI as private sector representative, representation of BDRCRS/ IFRC as a partner organization, and Development Partners, Donors, JICA, EU, WB. However, the recommendation was not executed. The 2nd Board meeting was held on 11 November 2019 that the Embassy of the Kingdom of the

Netherlands agreed to take the membership of the Advisory Board. But we don't see the presence of the Netherlands in the 3rd meeting held on 10 December 2020.

The first responsibility of Advisory Board is to approve the Annual Work Plan of DRRF. But it is observed that the participation of relevant ministries/ departments of the Government are really very poor. Inclusion of more members as stated in the ProDoc has not been executed. Normally the meetings have informed the progress of the project implementation. But selection of schemes/ projects are not discussed beforehand among the members. So, some members raised questions on projects and on taking more projects in Cox's Bazar. For Example, the evaluators would like to mention that in the 3rd meeting one of the members raised question on undertaking much more projects In Cox's Bazar and wanted to know the basis for more resource mobilization strategy which skewed towards Cox's Bazar. He wanted to know whether it was donor-driven or based on the needs of GoB or any other priorities. A pertinent question no doubt. UNDP answered by saying that the DRRF had been designed to complement the GoB's disaster response and crisis management efforts in any region of Bangladesh during any event of emergency or crisis. DRRF's contribution is not preplanned rather due to the ongoing Rohingya crisis with the cascading impact of the COVID-19 pandemic; more projects in Cox's Bazar were being acknowledged by GoB's interest and donors' preference. However, DRRF should be guided to undertake such types of projects which will supplement the GoB actions, and sometimes when Government response comes to disaster affected communities lately due to rules and regulations and bureaucratic red tape, as remarked by Reaz Ahmed, former DG of DDM during interview. It may be mentioned that Government's modality of implementing projects and benefit delivery is National Implementing Modality (NIM) whereas DRRF works under Direct Implementing Modality (DIM). The project document (ProDoc), in this regard, states that depending on disaster and emergency incidence the Facility may be supporting response and recovery to several different disasters and emergencies, often in diverse locations and targeting many individual beneficiaries.

f. Any other issues/factors related to efficiency i.e., procurement, HR recruitment

COVID-19 pandemic has slowed down the operation of DRRF. The management could not maintain liaison with relevant ministry and department. The training programmes and knowledge management couldn't be made successful online. The BFSCD's reform programme is yet to get the approval from the relevant authority. Some changes have been brought by UNDP/DRRF but need to be approved the Government (ERD).

DRRF at present is understaffed. The Shelter Specialist has been working as Manager in addition to his duties. Besides, field data reveals that the persons who are hired and deployed for managing and looking after the cash for work should have good field specific contextual knowledge i.e. scheme site selection, environmental challenges, social aspect and potential field tension or assumption of potential risk factors that may emerge from the field and can effect adversely on work quality and overall field level project execution.

6.4 Sustainability of the project:

With long-term advantages for the early recovery community in question, the current assessment has proven that the project as a capacity building project is socially, ecologically and fiscally sustainable. The evaluation assessed all considerable factors that reveal sustainability including the measurement of all the secured positive effects so far that have had a lasting impact to reduce the risk of dependency of the target communities, to identify the suitability drivers that contribute to bringing long term effects to the communities, to influence factors that bring achievements as well as losses regarding sustainability of the

project and finally to justify the critical services and effects that have prolonged effects beyond the duration of the project.

As the project is running through vigorous participation of multifold capacities from UNDP, PNGOs, and Government Stakeholders, the project has therefore been able to facilitate in upgrading the capacity of allied personnel and local level stakeholders by a huge margin. Many of the respondents said that sustainability is a continuous and long-term process; they have learned many good things from the project i.e., warehouse management, emergency distribution, how to control mass/crowd management, problem-solving and last but not the least, beneficiary selection, which are all parts of capacity building towards achieving sustainability.

Also in terms of sustainability, women have been empowered and have proved their potentiality to do such work along with men. Besides, the interventions, e.g., “Cash for Work” program, on one hand, have protected the embankments in the coastal region through the DRRF project that are giving the community continuous support to protect their farmland from the tidal surges. On the other hand, the cash empowered the workers' access to the market and purchase their necessities by choice. This is very important early recovery period after shock. In turn, the embankments are saving their livelihood in the long run. Repairing the embankments is also ensuring that the community enjoys short or medium-term benefits, though there is a great need for long impacted DRR initiatives to make the community sustainable in reducing disaster risk and to uplift as per living standards. Besides, the shelter materials provided to displaced people in the flood-prone area will be used when the target beneficiary will be relocated to another place due to flood and riverbank erosion (Gaibandha).

The study also finds that the project has ensured effective coordination between the government and NGOs to implement such kind of response & recovery works while ensuring women are in prime participation.

Cash grant was much beneficial for the cyclone affected people. Most of them used the money in household expenses, but a significant number of beneficiaries used the money, though not the objectives of the schemes, in launching small business, fishery farm (locally called “Gher”) and raising livestock/cattle, goats etc. Hence, the money was able to facilitate support during off seasons of work. Field visit reveals that those families are continuing their micro-level business, i.e., investing the money in starting a village shop, and it can be expected that this practice will remain.

Currently, the project team knows about the context and reality of field works. As a result, coordination with the local government has improved significantly. Technical knowledge and design of the “Cash for Work” program and other material distributions were highly coordinated, synchronized, and shared with GoB field administration, the local government bodies & other pertinent stakeholders. This will be useful to trigger future response and recovery projects. Further, the coordination between the government and partners of the project have ensured capacity building of partner NGOs PNGOs. As a result, changing features will help both beneficiary and PNGOs to continue ensuring effectiveness, efficient management, and positive impact of the project.

7 CROSS CUTTING ISSUES

7.1 General: Gender, Persons with disability

The evaluation team has found impeccable impartiality in case of women participation & engagement in every sphere of the project cycle. Women, youth girls get reasonable consideration and support from the project opportunities and even in case of critical services. The study finds that women are managing their received loan and investing that by their leadership, producing goods and selling that in local market. President of the women group said, ***“There is no partiality, those who have humanitarian needs they are being considered first duly discussing and decision by the committee”.*** She also added, ***“Our committed run in very elective process, meeting all the official formalities, take all decisions at the committee meeting and put note in resolution book, and we select the right households in considering and assessing their humanitarian needs and other inclusiveness factors (widow, elderly, disability etc.)”.*** Along with those mentioned words, women led groups specially working for increasing the income of respective families through engaging in income generating activities led by women are also working for stopping child marriage, eve-teasing and other child protection gender issues. Again, women, girls look considerably proactive and participatory actions to lead the committees and social issues. Thus there has been created a shifting change of society culture through women’s forwardness in the community including decision making and leadership roles.

The project also aimed to ensure women's involvement in “Cash for Work” program, with an increase in the number of women involved and receiving benefits from the schemes as well as the project. A small number of persons with disability (PWDs) were also engaged in employment depending on their physical ability to work in the field. In all sites, beneficiaries were consulted, and it was discovered that women made up two-thirds of the workforce, or approximately 66%. All the shelter items have been recorded and distributed to the females. The program provided opportunity for work to the women alongside empowering them in their respective families and in the community as a whole.

7.2 Human rights

Women, especially women-headed households, and persons with disability (PWDs) are the most vulnerable in disasters. DRRF in undertaking projects and selection of poor and women-headed beneficiaries gives emphasis on gender equity and justice through women empowerment. In the SW region in post cyclone Amphan cash for work (cfw) programme, and in the North in post flood recovery programme, women headed households had been selected for cash grant and cfw schemes. The wages the women earned gave them access to market and procure their family necessities by choice. It also created scopes for income generating off-farm activities among the vulnerable women. In the project areas, the DRRF also paid a look to support the persons with disability. In the South-West (a case story has been prepared) such a person has received a house (shelter) to live with his family. This was a wonderful and useful support. More support of this kind is required.

7.3 Poverty

Poverty alleviation is not a mandate of DRRF; but through income generating activities (cash grant) and cash for work (cfw) programme the Facility paid equal wages to men and women beneficiaries. Such flow of money enhanced the purchasing power and access to market of the unskilled vulnerable families. Thus, the Facility has in fact ensured food security. It may be mentioned that ensuring food security is an important mission of GoB’s disaster management, only because the poor are more vulnerable during disaster. Experience shows that during disaster and post disaster period poor suffered much. After the independence in

1973-74 the northern districts faced severe flood which caused low harvesting and at the same time river-bank erosion made thousands homeless. The newly emerged country which suffered huge asset loss in her war of independence faced a famine- like situation, shortage of food and price hike of food-grain. Hence DRRF's cash for work and cash grant programmes have been welcomed by the beneficiaries and other stakeholders.

8 RISK ANALYSIS

In the project document (Annex 4 in Pp. 85-91) several risks have been identified and relevant actions for mitigation have been proposed. It was mentioned in the ProDoc that the Project Manager would ensure that the risks noted would not hinder the implementation of the project by ensuring the involvement of all relevant stakeholders at all stages/activities of the project, including decision-making, monitoring and evaluation, as well as engaging in sound, evidence-based policy efforts. The evaluators have reviewed the risk matrix and analyzed it based on the updated data and evidence collected from KIIs, discussions with UNDP/ DRRF management and related stakeholders and other secondary documents. The detailed risk analysis has been attached in the **Annex – 15**.

In the analysis, the following questions were assessed to understand the actual status of the risks identified:

- i) Did each risk materialized?
- ii) What was the impact?
- iii) How was the risk mitigated in last two years?
- iv) Whether any anticipated and potential risk/s arose during implementation of the project and how such risk/s had been managed and mitigated by the project management.

In summary, DRRF's categories of risk were analyzed as follows:

- **Political risk** that might cause delays in implementing activities or create conflict between Forcibly Displaced Myanmar Nationals and host communities was not actually materialized. The overall political situation of the country was comparatively better in the last few years and related security environment was also manageable, but, the political situation may deteriorate anytime. Considering this issue, the security risk still exists, however, no direct impact was found. The project management followed the regular UNDP/ UNDSS security brief and advisories in this regard.
- **Strategic risk** that might arise due to lack of coordination was not materialized. There was no significant impact since such a situation was managed by the implementing of several projects in supporting the host community through the DRRF funding window and good coordination with other donors, Forcibly Displaced Myanmar Nationals and host community.
- **Financial risk** was materialized by 50 million expected '*Disaster Window*' fund. Though the impact was minimum, it was mitigated by periodic budget monitoring and notifying the PAB and maintaining good coordination with UNDP top management.
- **Operational risk** materialized and minimum impact was found, however, mitigated by good partnership with a prepared roster of the NGOs.
- **Environmental risk**, though the risk still exists, no impact was found.
- **Human rights risk**, a potential risk with moderate impact, was mitigated by awareness campaign and maintaining transparency in benefit distribution.
- **Gender risk** though still exists, but no significant impact was found. However, most benefits were transferred to the women-headed household for inclusive DRR and development.

- **Unanticipated risk** of the COVID-19 pandemic in March 2020 and onward that caused delays in project implementation and the significant impact was weak and irregular field visits and monitoring by project management. The risk still exists; however, mitigated by establishing virtual communication and an adaptive approach.

9 PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT - CASE STUDY ANALYSIS

DRRF is based on the lesson learned from ERF. The disaster response model of ERF was based on partnership - partnership with Government's relevant ministries and departments, partnership with Local Government Institutions (LGIs) and partnership with NGOs for implementing interventions at field level. Based on ERF's lessons DRRF as a small unit has engaged individual UNDP specialists with the partner NGOs to provide technical guidance and support. The Facility has also cooperated with other UNDP projects to access to temporary office space, vehicles and operational support.

Case Story 1

Response to COVID 19: Partnership with Al-Marzul Islami, Bangladesh and LGIs

In April 2020, during the early days of COVID 19 pandemic, fear factor was very high. The relatives, and even the family members of a COVID 19 positive person did not want to see him / her during medical treatment, and, sometimes, if the patient died his/her body was kept unattended and not claimed from the hospital due to fear factor. This is a story of a COVID 19 positive patient whose died at a hospital but none of his relative claimed the dead body for burrial. Later Al-Markazul Islami, Bangladesh financially supported by DRRF came forward to take necessary steps for safe burial of the dead body.

During early April 2020, a young man got his COVID 19 positive father, who was in critical condition, admitted in "Kuwiat Bangladesh Friendship Government Hospital" in Uttara, Dhaka. After some days the patient (father) died. The young son had been attending his sick father in the hospital (out of COVID unit); but hearing the death news of his father he left the hospital unnoticed. Finding no other way to hand over the dead body, or to take consent of the close associates before disposal of the corpse the hospital authority requested Al-Markazul Islami, Bangladesh to dispose of the dead body. This NGO normally carries out such activities of dead body disposal through religious manner. On receiving the call Al-Markazul islami, Bangladesh collected the dead body from the hospital and observing all legal and religious formalities buried it in a graveyard in Dhaka. The NGO so far buried more than 6500 dead bodies died of COVID 19. Then after more than a year very recently they received a phone call from a male person from Kustia, a south-western district. The man identified himself as the son of the deceased died of COVID 19 in Kuet Moitri (Friendship) Hospital in April 2020. And claimed a death certificate. However, after due inquiry Al-Markazul- Islami, Bangladesh managed a death certificate to the man.

It was a laudable emergency response programme initiated by the DRRF that to extend full support to the Al-Markazul- Islami, Bangladesh for safe burial of COVID 19 deceased during the fear factor and developed volunteer groups for advocacy and providing support to the communities to fight back COVID 19 pandemic.

Case Story 2

Jahangir's family got a safe and strong shelter on their own hut

In a tragic road accident Jahangir lost one of his legs when he was only an 11 year boy. He couldn't continue his education and begun to work as a day labor in his village Kewrabunia WARD 7, Burirchar union under Sadar Upazila of Barguna district. When he grew up as a young man he lost his parents and at that stage of life he took the responsibility of his three sister. Jahangir and his sisters used to live in a thatched hut on a small plot of land got from his maternal grandfather. However, he with hard earning arranged marriage of his sisters one by one and at last he also got married. Now he is 35 years old with three children.



His hut was built of bamboo stick pillar with poly paper shade and coconut leaf fence. His six member of family is living in this hut since along ago. His only earning source is monthly disable allowance and begging. He is an illiterate person, so he always wanted proper education for his children. He has three daughters and a son, his first girl read in class four and 2nd girl is in class one. Her wife, Mrs. Fahima, didn't agree to

beg on the street to earn their bread and butter. So she started working in neighbor's house as a maid servant. Their days went on anyway, but their living house couldn't stop rain water falling inside their poor dwelling hut during rainy season. All the things in the hut would get wet, even girl's books too. In post Amphan cyclone the condition of Jahangir's hut became very vulnerable, and little hope was there for the family to live in that thatched hut. Knowing his vulnerable condition Uttaran, a local NGO and UNDP staffs under Disaster Response and Recovery Facility (DRRF) visited the hut, enquired about Jahangir's financial condition nominated Jahangir's family for the emergency support under DRRF which was later implemented by Uttaran. They started building new house for the family on the same land engaging local labor. The new house was built and fenced with corrugated iron sheet having roof top with CI sheets and handed over to Jahangir and his family. Now Jahangir and his family are living in a newly built strong and safe shelter. Jahangir and his wife thanked UNDP DRRF and Partner NGO Uttaran for the safe home.

Case Story 3

Hamida Khatun lives in a small village down the embankment of eastern side of mighty river Jamuna under Patorshi union in Islampur Upazila of Jamalpur district. In 2019 all on a sudden flood water came due to breach on the embankment and submerged her and neighbors' homestead and very quickly several villages of that area. Government provided small cash and 20 Kg rice through union Parishad as relief. But that quick response with relief item was not sufficient for restoration of livelihoods of the community. It was a prolonged flood and the poor people were in deep shock. At that time DRRF undertook a recovery programme in that village. DRRF through Project Implementation Officer (PIO) of the Islampur Upazila and elected Chairman and members of the Union Parishad selected the women headed households for benefit transfer. Accordingly each of the beneficiaries received shelter materials and a cash support for reconstruction of their damaged houses of BDT 7500. Hamida's husband is a poor person with disability, can't move or work. But she is a clever women. She did not use the whole amount in purchasing relevant items. Rather she purchased two heifer goats and raised them keeping them in her living room. Both the goats by this gave birth. Hamida has now five goats in total. One goat is pregnant again. Hamida's children drink goat milk. In coming Eid festival she wishes to sale two male goats and plans to repair their living hut. Hamida and her family is now happy. Her story inspire others in the community.

Similar story of Morsheda Begum may be shared. Morsheda with her disable husband, two children and two in-laws lives in the same village. She had a small shop which before the flood which was damaged severely. The items kept in the shop were damaged too. She repaired the shop and purchased grocery items. Her shop is now running well. Her children are going to school. Morshada and her family members are also happy now.

Though the grant cash was transferred for reconstruction of shelters, however, some portion of it was used inr IGA by some of the beneficiaries. Of course the example has set an example of weak monitoring; but the stories have advanced an opportunity to work for early recovery cluster and shelter cluster simultaneously for the same households in the disaster affected communities.

10 KEY FINDINGS

Relevance

a. Needs-Based and Priority

- Bangladesh is a disaster-prone country, and impacts of climate change are enabling intensifying and more frequency in the disaster event. Secondly, the severity of the disaster, i.e., rapid onset, and nature of the disaster are changing and increasing. Hence, the rationale for quick standby financing as response to disasters and emergency recovery assistance including capacity building and knowledge sharing is justified based on the dynamic emergency context.
- DRRF provides support to the government and the HCTT as Shelter and Early Recovery Cluster lead. In respect of financial, technical and capacity building support DRRF has shown a significant risk reduction and early recovery actions. The flexibility of the DIM modality helps DRRF to deal with humanitarian support effectively and quickly.

b. Localization of DRR activities

- The localization of the response and recovery activities, e.g., capacity building support to GoB implementing agencies and NGOs at the operation level, digitation of the response measure, leveraging technology, e.g., mobile banking for cash transfer to the beneficiaries, developing database for beneficiary selection and Disaster and Pandemic Data Management for IDPs and Migrants are relevant and important areas of DRRF.

c. COVID 19 Learning and Rohingya influx

- As standby facility and ready response mechanism DRRF has undertaken several laudable initiatives on outbreak of COVID-19 pandemic, including raising awareness on preventive measures, distribution of PPE among cleaners of municipalities, support to develop volunteer groups in city corporations and municipalities for awareness-raising and support to Al-Markazul Islam Bangladesh for safe burial of COVID-19 deceased, etc. DRRF also extends its full support to Forcibly Displaced Myanmar Nationals people and host communities in Cox's Bazar to build coherence and peaceful co-existence.
- In the new complexity arisen as effects of COVID 19 pandemic that seriously disrupted the delivery of the planned activities including capacity building activities and mobilization of remain 56% of the 'disaster window fund'. DRRF, as a project working for strengthening the disaster recovery capabilities of the country, should soberly consider this new dimension of the recovery issues and would provide the necessary guidance to face a situation which was not estimated before. Hence, an extension of 2-3 years may be required to accomplish the rest of of the result outcomes under 2 and 3.

Effectiveness

a. Performance per plans

- The overall actual performance per plan has been robust during the period. DRRF has implemented response and recovery work, e.g., cash for work, household equipment and cash grant for re-construction of shelters to flood and cyclone affected female-headed households. DRRF project has ensured tremendous benefit and result in

restoring the community infrastructure which are critical for quick recovery following 'build back better' concept of SFDRR 2015-30 by repairing the fragile embankment in the coast to protect tidal surge and saline water intrusion saving poor and vulnerable people's livelihood and asset. More than half (55%) of the KIs interviewed revealed that project had delivered excellent results while the rest of the respondents (45%) mentioned the project was able to deliver good results while 91% expressed their full satisfaction with the projects in meeting the needs of disaster affected communities.

b. Capacity Building Efforts and Partnering

- As a part of capacity building for effective disaster management, DRRF has provided training to GoB officials, technical support to the Fire Service and Civil Defence (FSCD) towards its reform initiatives, support in formulating the National Plan for Disaster Management (NPDM) 2021-2025, in developing Post-disaster Recovery Planning for Cyclone Amphan and Flood 2020, developing a data management system for MoDMR on Digitalization in beneficiary selection and has undertaken a joint initiative with IOM on Disaster and Pandemic Data Management for displaced persons. Partners interviewed including major donors who are receptive to being included programmatically with UNDP/ DRRF

c. Identify funding partners for recovery programmes in hot spots

- While the Cox Bazar, due to programmes for the Forcibly Displaced Myanmar Nationals and host communities, has received most of the DRRF funding to date 80%, it has also shown, that as a humanitarian and vulnerability hot spot, there is a clear division of responsibilities with government and other partners. The donor/ development partners need to be appraised keeping their commitment to Rohingya issues, that they should acknowledge the chronic disaster and climate change vulnerabilities of the people of other parts of the country where DRRF should have large interventions to supplement the government interventions and humanitarian needs.
- Financial partnerships should be mobilized in 'new normal' since slow mobilization of resources (only 44% of disaster window fund) might be the result of the impact of COVID 19 pandemic. Mobilization will also be a challenge due to shrunken donor funding. Hence an extension of DRRF will be helpful to proper usages of the opportunity of the 'disaster window fund' and completion of planned activities.

Efficiency

- The DRRF has been expressing value added through its programmes of training and human resources in addition to coordination of the humanitarian and inter-sectoral inputs for better and quick recovery. DRRF has done global work on cash transfers through mobile, and on stimulating the local economies in post disaster period. Mapping out hotspots and vulnerable communities before emergencies have been found very efficient. However, DRRF needs to build monitoring skills to see how the benefits are flowing and use this for greater results.

Sustainability

- With long-term advantages for the community in question, the current assessment has proven that the DRRF is both ecologically and fiscally sustainable. The current study also assess all considerable factors that reveal a clear picture of the sustainability of DRRF. In terms of the effectiveness of gender mainstreaming and sustainability, women have been empowered and have proved their potentiality to do cash for work along with men. The study also finds that the project has ensured effective coordination between government and NGOs while ensuring women are in prime participation.

11 RECOMMENDATIONS

11.1 Relevance (Functioning and Fit for purpose)

- 1) With regards to the DRRF logical framework and monitoring plan, the DRRF management can improve the DRRF performance metrics especially for early recovery to resilience capacity building. Multi-year monitoring and performance metrics are needed for expected results. This can be achieved with more systemic capacity-building activities for early recovery and to resilience planning with UNDP's other related projects, particularly the NRP, and including the relevant vested donors.
- 2) To rise UNDP to its comparative advantage – coordination and convening and to better position the DRRF for results, management must focus on rising visibility about the work that it is doing with regards to the capacity-building resourcing needs for early recovery.
- 3) The DRRF management can better raise UNDP as a platform for coordination of intersectoral stakeholders across humanitarian and emergency spaces with stronger focus on monitoring for learning, for early recovery policy learning, and for capacity development and learning and knowledge management.
- 4) DRRF should undertake projects/schemes in line with SFDRR and related SDGs. for disaster risk reduction and mainstreaming DRR, gender equity and justice, upholding the rights of persons with disability for which DRRF is accountable to.
- 5) As a project working for strengthening the disaster recovery capabilities of the country, DRRF should soberly consider the new dimension of the recovery issues that arose due to the effect of the COVID 19 pandemic and should provide the necessary guidance to address this situation. Moreover, DRRF needs to complete several unfinished capacity-building related activities that will add value in achieving the intended outcomes and try to mobilize the remaining 56% of the targeted 'Disaster Window Fund'. Considering these realities, an extension of the project is required and the UNDP may go for an extension of 2-3 years.

11.2 Effectiveness

- 1) The DRRF integration with the UNDP program can be operationalized much better. In this regard, the project management team can include UNDP senior management in all aspects of the oversight, work planning through the project board and map out how the UNDP back-office services that might support results.
- 2) DRRF Risk Analysis including Social and Environmental Standards (Safeguards) should be done systematically. Interventions built on the learnings from other UNDP programmes are laudable as alternative, but potential disaster, if any, must be identified with 'build back better' idea.
- 3) In terms of DRRF's overall work on knowledge management, policy advocacy and other learning, the facility can do much more by systemically planning and partnering for resourcing. It needs a stronger performance matrix for planning and monitoring its work on the capacity building across the humanitarian response and in the development space it covers, such as leveraging technology e.g., digital cash transfer, capacity building of local NGOs and mapping disaster hotspots across the country.

11.3 Efficiency

- 1) Based on the need for more streamlining with the UNDP processes in protracted emergencies as to not overwhelm the procurement, SOPs (e.g., SOPS for procurement) and stand-by short-term support are needed.
- 2) To address a profound weak part of DRRF , UNDP management can augment the monitoring, communication and learning skills of DRRF. DRRF team can review capacities at UNDP and map out where it can move staff to do more effective monitoring and support the creation of knowledge and project ideas that might be shared broadly based on the emergencies to development space. A third party monitor as the office is thinking might be instituted as well.

11.4 Partnerships

- 1) The DRRF partnership strategy needs to be revisited. Better partnering means giving visibility and inclusion to the partners. This will require inclusive DRRF activity work planning and monitoring and a learning plan for humanitarian actors and government with measures.
- 2) More donor resources for core capacity building and support activities, particularly UNDP work on early recovery, KM, and commutations. Though the development partners (DPs) interest comes first, UNDP/ DRRF should continue interactions with the DPs to spend their money to other disaster affected areas.

11.5 Sustainability

- 1) DRRF must focus its renewed capacity development and partnering plan on an exit strategy to 2025 when Bangladesh becomes a mid-level developed country.
- 2) DRRF should continue with gender mainstreaming exploring the potentiality of women's power to work along with men, e.g., cash for work, with equal wages in post disaster early recovery period with proper attention to both ecologically and fiscally sustainable.

12 LESSONS LEARNED

Learning on proactive response and early recovery actions to reduce the sufferings of the disaster affected communities helps to identify and map local adaptation activities to cope with the adverse situation. Successful disaster risk reduction (DRR) depends on knowledge of disaster and associated natural/social phenomena and methods of community involvement. The evaluators based on secondary and primary (qualitative) data convinced that DRRF is such a DRRF that can respond quickly, mobilize appropriate resources efficiently and can provide support to the disaster affected communities effectively. The Facility has set many examples of good practices that can be scaled up and its success stories can be shared and transferred to similar government, local governments (LGIs) and non-government organizations to follow and prepare similar action oriented programmes. UNDP/ DRRF should continue with such facility as one of the best mechanisms to respond and recovery in a disaster-prone country like Bangladesh.

As per the analysis in the previous section, and discussions with the UNDP/ DRRF project management, related stakeholders and beneficiaries following key lessons are identified:

- **Funding mechanism:** DRRF is built on pre-approved funding mechanisms, flexible operational procedures and an active pool of implementing partners and professional human resources. For ensuring timely support to the government in need, the Facility can follow Direct Implementation Modality (DIM) of UNDP.
- **Need and priority based dynamic and flexible system:** As a quick standby financing and emergency recovery assistance including capacity building and learning about early recovery DRRF provides support to the government and local NGOs by an increased focus on early recovery and risk-informed development.
- **Global relevance and global corporate requirement:** The accelerator lab global learning network fits well with DRRF intention to support global learning about the context of emerging disasters. The UNDP country representative should provide greater delegation of power for the DRRF to work effectively and per the nature of level of risk of Bangladesh risk profile and geography.
- **DRRF modality is a bridge between the humanitarian support and development:** DRRF is a nimble and effective financing modality for emergency response, early recovery and learning about the recovery. Through the experience, it aspires to identify needs for capacity building and to advocates policy changes in the national DRR activities. As a direct action modality, it is built to support a dynamic shifting country context with protracted emergencies.
- **Planned partnership and stakeholder participation:** The project advisory board is a good mechanism to engage UNDP leadership, key strategic donors, and government partners to become more programmatically engaged in emergency response and recovery.
- **Localization of responses and leveraging of technology:** The current phase of the DRRF 2018 -2020 was built on decades of UNDP and GOB early recovery and humanitarian engagements and partnership with NGOs towards DRM full-cycle governance and resilience. There is an expectation that these local NGOs will play a larger role. This new context requires localization (capacity building) of the response. For instance, leveraging of technology, the greater digitation of the response measure through digital cash transfer to the beneficiaries. DRRF has started better use of technology by transfer of grant (for shelter re-construction) and wages (cash for work), and by developing

database for beneficiary selection and Disaster and Pandemic Data Management for IDPs and Migrants.

DRRF has several good practices and success stories:

- **Robust performance per plan:** DRRF implemented response and recovery programmes including shelter support, creation of emergency employment activities, transferring cash grants and wages to the beneficiary workers, mostly women, through mobile banking. The women headed households expressed their full satisfaction on receiving shelter materials and cash. So in an emergency situation, for example during flood, the households can break their shelters into pieces to shift in a safe place.
- **Ready response to a situation not known as a disaster but disaster:** DRRF extends its full support to Forcibly Displaced Myanmar Nationals and host communities in Cox's Bazar. The project has been working to build coherence and peaceful co-existence so long the Forcibly Displaced Myanmar Nationals are staying. Another success story is about support in fight back COVID 19 pandemic in the country. In response to the outbreak of the COVID19 pandemic, DRRF has undertaken several initiatives, including raising awareness on preventive measures, distribution of PPE among cleaning workers of municipalities, support to develop volunteer groups in city corporations and municipalities for awareness-raising on the safe burial of COVID-19 deceased, etc.
- **Capacity building efforts:** DRRF has provided training to high officials of the MoDMR and technical support to the Fire Service and Civil Defense (FSCD) towards its reform initiatives. DRRF supported the NRP project in formulating the National Plan for Disaster Management (NPDM) for 2021-2025 and the development of the Post-disaster Recovery Planning for Cyclone Amphan and Flood 2020. DRRF supports the Ministry of Disaster Management and Relief (MoDMR) in developing a data management system on "Digitalization in beneficiary Selection." The DRRF had also undertaken a joint initiative with IOM on Disaster and Pandemic Data Management for IDPs and Migrants.
- **'Build back better' concept:** DRRF project has ensured tremendous benefit and resulted in restoring the community infrastructure which are critical for quick recovery following 'build back better' concept of Sendai Framework for Disaster Risk Reduction (SFDRR 2016-2030) by repairing fragile embankment in the coastal strips protecting tidal and saline water intrusion in post-cyclone situation, saving poor and vulnerable communities from loss and damage of their livelihoods and assets.

There are some shortfalls too:

- **Augmenting monitoring skills:** DRRF should continue to focus on the emergency response work as a supplement where GoB supports come after a delay due to legal procedure and bureaucratic norm but the project should augment the monitoring skills too. In Islampur Upazila under Jamalpur district shelter support, some equipment and cash money was provided to the women-headed households. But it was observed that some women beneficiaries had used the money in purchasing goats and items for re-opening corner shops in their village.
- **Spending in programmes and project area:** It is observed that 59% of DRRF fund has been used in disaster preparedness, 38% disaster recovery and 3% response to COVID-19 related programmes. On the other hand, 80% of fund has been directed to Rohingya crisis- related schemes. Out of the rest 20%, 13% of money has been spent for shelter and cash for work programmes in cyclone affected south-west region, only 4% for flood affected 4 northern districts, and 3 % for other response purposes. So, there should be a

rationality in mobilization of resources based on the support required. The donor/development partners need to be appraised keeping their commitment to Rohingya crisis issues, they should acknowledge the chronic disaster and climate change vulnerabilities of the other parts of the country where DRRF should have large interventions to supplement the government support and humanitarian needs.

During visiting project sites and conducting FGDs in the field the evaluators have noticed a very good example diverting support money for shelter re-construction to IGA by the beneficiaries:

- **Early recovery cluster and shelter cluster can undertake joint programmes for restoration of livelihoods:** As mentioned above for augmentation of monitoring skill of the project staff, spending in off-farm activities by the beneficiaries the cash provided for re-construction of shelters may be understood as a livelihood necessity of the beneficiaries. Diverting the cash earmarked for shelters in purchasing goats and in shops has created otherwise a good example of restoration of livelihoods. The women of Islampur upazila who purchased two goats had been bestowed with five goats in total by that time. Her babies now get milk from goat too. Goat raising is treated as a good investment in the country with small investment. Hence, for early recovery, the shelter cluster and the early recovery cluster can go side-by-side for livelihood restoration of the same households in the same disaster-affected communities.

13 CONCLUSIONS

This mid-term evaluation of DRRF, an operational humanitarian and early response and capacity-building facility focused on providing nimble support during emergencies and also capturing and imparting learning for early recovery, is a requirement of the UNDP project and programs and has focused on assessing results generated by the DRRF from the beginning to the mid-point of the project implementation, based on the scope and criteria set forth.

In terms of overall relevance of DRRF to DRM cycle is justified based on the dynamic emergency context. DRRF provides support to the government of Bangladesh and also the HCTT, a Bangladesh way of monitoring humanitarian activities. UNDP's early recovery engagement is complemented by close collaboration with Inter-Agency Standing Committee (IASC). The current phase of the DRRF 20118 -2022 formulation (design) has thus been built on decades of UNDP and GOB Early Recovery and Humanitarian engagements and its work program currently sit near national moves towards DRM full-cycle governance and resilience. This new context requires more localization (capacity building) of the response. UNDP has been building the capacity of the response for inclusive digital payments however more is needed to build this technological capacity for inclusive digital payments and cash transfers i.e. access. For instance, inclusive digitization is an observed early recovery capacity gap that can be attended to with further partnership and resourcing. There are other gaps identified during the MTR that can be capitated and systemically operationalized and with greater synergies with the Government's ongoing National Resilience Programme (NRP). In terms of a shift in context and the recent Covid 19 while it impacted on some aspects of implementation of the work plans, it taught the operational aspects about the total breakdown in supply chains. Before Covid, UNDP could bring in surge but now there was a local need to build self-reliance. The review of the actual performance per activity has been robust during the period. DRRF project has ensured tremendous benefit and resulted in restoring the community infrastructure which are critical for quick recovery following 'build back better' concept of Sendai Framework for Disaster Risk Reduction (SFDRR 2016-30) by repairing the fragile embankment in the coast that are protecting tidal surge and saline water intrusion during the monsoon and cyclone season, saving poor and vulnerable people's livelihood and asset, and thereby the project has protected huge economic losses.

The DRRF can be programmatic by supporting the national capacity-building resilience planning with NRP through better partnering and resourcing opportunities. DRRF can improve to strategically identify and plan to monitor the early recovery capacity building projects in the early recovery space and fully cover these together with the national resilience program.

The DRRF showed impeccable impartiality in case of women participation & engagement in every sphere of the project cycle. Women, youth girls get reasonable consideration and support from the project opportunities and even in case of critical services. The study found that women are managing their received loans and investing that by their leadership, producing goods and selling that in the local market. Besides, there has been created a shifting change of society culture through women forwardness in community decision and leadership roles as women look considerably proactive and participatory to lead the committees and social issues.

In terms of DRRF's overall work on knowledge management, policy and other learning, the facility and team can systemically plan and partner better for resourcing, knowledge management, capacity development, and policy advocacy. DRRF project needs a stronger performance matrix for planning and monitoring especially capacity building. It was observed that the DRRF monitoring plan for capacity building is weak and it is missing where it can promote the capacity building as mentioned. This way its annual capacity-building work might be systematically synergized and shared between DRRF and the NRP.

While Cox's Bazar has received most of the DRRF funding to date 80%, it has also shown, that as a humanitarian and vulnerability hot spot, there is a clear division of responsibilities with government and other partners. DRRF decided to focus on the capacity building for the early emergency recovery support to the host communities and not work in the camps i.e. solid waste but also supports this. UNDP DRRF works on the risk management aspects. As such, the lesson and learning speak to an area the DRRF can do better, which is to position the needs for capacity-building programs with partners by including key financing partners on the DRRF Project Board.

In terms of the DRRF modality as a dual humanitarian –development as a nimble and effective financing modality for early recovery - emergency response and learning and teaching about the responses, it is a convenient and effective mechanism. While it identifies the need is for financing early recovery capacity work, donors however are not being tapped to finance early recovery capacity building as they state they often don't see the logic. While Knowledge management and policy communications are a key feature of the DRRF design and modality, it has not been effective, i.e. to package and disseminate/target the learning from the different responses. Improvement is a key recommendation at MTR.

The DRRF has been expressing value added through its work on emergency response, its training and human resources in addition to coordination of the humanitarian and inter-sectoral inputs for better and quicker recovery. DRRF has done global work on cash transfers and on stimulating the local economies post disasters. The data collection and prepositioned registries have been DRRF groundbreaking work. Mapping out hotspots and vulnerable communities before emergencies have been very efficient and can continue to be worked on and provided as a global good practice.

Annex-1: Log Frame Rating and Evaluation Vet Results

Project Strategy	Indicator	Baseline Level	Midterm Target	End-of-project Target	Midterm Level & Assessment	Rating ⁹	Justification for Rating
Objective:	Indicator (if applicable): N/A						
Outcome 1: UNDP has an effective Disaster Response and Recovery Facility to support the Government of Bangladesh	Indicator 1.1: Amount of resources mobilized for response and recovery;	113.13 million ¹⁰ . [Sep2018]		164.28 million. ¹¹ [2022: cumulative]	135.77 (113.13 + 22.64) million [Dec-2020]	S	Out of designed 51.15 m. USD (TRAC 1.15 m. and Disaster Window 50 m.) USD 22.64 m has already been mobilized during the MTR period (45% of disaster window). Most of these resources been mobilized to support the Rohingya Crisis in Cox's Bazar through 19 projects supported by various donors. However, due to COVID-19 pandemic the donor's priority in resource mobilization been shifted as such it remained low in recent years.
	Indicator 1.2: Number of contingency plan of DRRF developed for disasters response;	0 [Sep2018]	2[2020]	Total:3 [2022: cumulative]	0 [Jun-2021]	N/A	This result is linked to the UNDP country office 'Business Continuity Plan (BCP)'. DRRF will support in developing the mentioned plan coordination with UNDP country office. It will merged with country office BCP. For this reason, it is not possible to assess at this stage.
Output 1.1: UNDP has technical and operational capability to manage the Disaster Response and Recovery Facility	Indicator 1.1.1: A set of training plan and guideline developed for UNDP SURGE team ¹² (Output Indicator)	0 [Sep2018]	3[2020]	Total Score: 3 [2022: cumulative]	1 [September-2021]	S	The rating is 'S' as, the training get delayed due to pandemic, however UNDP-BRH (Bangkok Regional hub) agreed to deliver the training by end of coming October 2021. Related evidence [E-1]: ToR for SURGE Training;
	1.1.2. Number of UNDP SURGE	2 (2 male) [Sep2018]		22 (8 female, 14 male)	2 (2 male) [Jun-2021]	S	By end of November 2021, around 15 UNDP personnel from Country office (CO) will be trained. The

⁹ 'HS – Highly Satisfactory', 'S – Satisfactory', 'MS – Marginally Satisfactory', 'MU – Marginally Unsatisfactory' and 'U – Unsatisfactory'.

	personnel (Male/Female) ready for deployment (Output Indicator)			[2022: cumulative]			possible participant ration is male: female is 60: 40
	1.1.3. Guideline/ Strategic paper/Action plan developed for better advocacy with relevant ministries on effective disaster response and recovery ¹³ (Output Indicator)	0 [Sep2018]		Total Score: 3 [2022: cumulative]	0 [Jun-2021]	MU	DRRF In collaboration with NRP (National Resilience Project) already initiated this process of advocacy through arranging workshops. The initial object was to dissemination the importance of having a pre-disaster recovery strategy for the most vulnerable Ministries as such an effective disaster recovery strategy can be develop during any level-II disaster. Number of ministries were informed on the process. However, due to COVID-19 developing guideline couldn't materialized. Related evidence [E-2]: Methodology for disaster recovery plan
Outcome 2: National capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters	Indicator 2.1: Number of Disaster recovery strategy/guideline developed by government with support from UNDP (Outcome Indicator)	0 [Sep2018]	0[2020]	Total: 3 [2022: cumulative]	1 [Jun-2021]	S	This is a was a follow up action by the respective ministries which is directly linked with advocacy part on preparing guideline/strategy on post disaster recovery while complementing the recovery guidance specified in "National Plan for Disaster Management (2021-2025). (NPDM)". So far in collaboration with NRP we have identify recovery issues in the NPDM. However, since guidelines are not yet ready we may need some more time to mainstream the recovery component' at different ministries level. Related evidence [E-3]: workshop report

	Indicator 2.2: Number of sectoral guideline on post disaster recovery assessment developed and endorsed by the relevant ministries	0 [Sep2018]	0[2020]	Total: 2 [2022: cumulative]	0 [Jun2021]	U	Base on the Post Disaster Needs Assessment guidelines DRRF planned to develop two sectoral guidelines on post disaster recovery assessment methodology for Housing and Infrastructure sector. This require extensive ground level understanding and consultation that could not be done due to COVID. We plan next year for such field level activities and related activity can be shifted to 2022.
	Indicator 2.3: Number of guideline developed for reform and re-structure of Fire Service and Civil Defense (FSCD)	0 [Sep2018]	1[2020]	Total: 2 [2022: cumulative]	2 [Jun-2021]	HS	The MTR rating is 'HS' because two studies/guidelines (i. e. fire risk assessment and table of organization and equipment) have been finalized and shared with the Ministry of Home Affairs (MoHA) already. The third follow up guideline on the legal framework is in progress. We are optimistic that the reform initiative will continue further and by end of 2022 we will be able to support FSCD with a reform framework. <u>Guideline on 'Fire Risk Assessment' and "Table of organization and Equipment"</u> are classified document as such can only be shared upon the permission of Ministry of Home Affairs (MoHA)
Output 2.1: MoDMR and other sectoral ministries have capacity at all levels for carrying out post disaster needs assessment, formulation of recovery strategy and plans, and mobilize resources	2.1.1. Number of people from Ministry of Disaster Management and Relief (MoDMR), Department of Disaster Management (DDM), Civil Society Organizations (CSOs), Non-government Organizations	0 [Sep2018]	30[2020]	Total: 90 (Minimum 2% of the participants should be female) [2022: cumulative]	0 [Jun-2021]	U	Unfortunately, there is no progress has achieved in these indicators, for this reason, the score is 'U'. The mentioned indicators are based on the capacity-building activities of different stakeholders on the disaster recovery, which are related to on-house, hands-on and field training. However, the COVID-19 pandemic since March 2020 and countrywide associated lockdown seriously disrupted to conduct of planned activities,

	(NGOs) and other UN Organizations participating in training on Post Disaster Recovery Assessment						which are beyond the project control.
	2.1.2 Percentage of Disaster Relief and Rehabilitation Officials (DRROs) & Project Implementation Officials (PIOs) & Local Government Officials who have adequate 'level of understanding' ¹⁴ about Disaster Response and Contemporary Development Discourse	65% [Sep2018]	65%[2020]	Total: 90% [2022: cumulative]	65% [Jun-2021]	U	
	2.1.3 Percentage of volunteers who have adequate 'level of understanding' ¹⁵ on the Disaster Response and Recovery	65% [2017]	65%[2020]	Total: 90% [2022: cumulative]	65% [Jun-2021]	U	
Output 2.2: UNDP's capacity is enhanced to support coordination and foster partnership in (early) recovery and shelter sector	2.2.1 Number of UNDP pre-qualified consultants ready for response and recovery operations in emergency	0 [Sep2018]	15[2020]	Total: 30 (minimum 6 female [2022: cumulative])	15 [Jun-2021]	HS	<p>Successfully meet the target, pre-qualified consultants are already provided their service in different response and early recovery activities i. e. emergency shelter supports and emergency employment generation activities.</p> <p>DRRF already prepared a list of qualified consultants and enlisted under procurement unit of UNDP. Among the listed consultants</p>

							<p>DRRF haired few of them in the response and recovery activities of 'Monsoon Flood of 2019', and the Cyclone <i>Amphan</i> in 2020'</p> <p><u>List of pre-qualified consultant in below link :</u></p> <p>https://undp.sharepoint.com/team/s/BGD/operations/procurement/Shared%20Documents1/Forms/AllItems.aspx?viewid=f4d94ef7%2D6e85%2D4048%2Db75b%2D3e96b917733b&id=%2Fteams%2FBGD%2Foperations%2Fprocurement%2FShared%20Documents1%2F6%2E%20National%20IC%20ROSTER%2D2019</p> <p><u>(accessible to authorized person only)</u></p>
	2.2.2 Guideline developed and endorsed for simplification of the procurement process during the emergency ¹⁶	0 [Sep2018]	1[2020]	Total score: 2 [2022: cumulative]	0 [Jun-2021]	N/A	<p>DRRF adopted UNDP's POPP (Programme and Operational Policies and Procedures) guideline for emergency procurement issues. For this reason, related activities not required to conduct.</p> <p>Do we suggest removing this indicator at MTR?</p> <p>Yes, please, this indicator is not valid now.</p>
Outcome 3: Disaster affected people, community and businesses are supported; and environmental ecosystem restored, to	3.1. Number of disaster-affected female headed households who directly received emergency response support	102,716 [Sep2018]	111,356[2020]	Total:119,996 [2022: cumulative]	121,536 [Jun-2021]	HS	<p>This is a 'gender sensitive' indicator. The score is 'HS' because the MTR assessment results are already achieved the target. DRRF successfully supported 18,820 Female Headed Households by providing</p>

<p>achieve a resilient recovery for continuation of sustainable development goals (SDGs).</p>	<p>after disaster to address their emerging shelter support needs</p>					<p>emergency shelter support in the last three years. Under this support, about 85,000 people are directly benefited. Moreover, addressing the gendered vulnerability is one of the programmatic approaches of DRRF, this indicator result shows that the on-going activities of DRRF well aligned with its approach. Does sthe DRRF have a gner mainstreaming plan ? (No) Has this log frame been gender sensitized? (Yes) Shall we suggest in this indicator to do this with consultant? (Yes, we require a 'gender mainstreaming plan' that will prepare by a consultant)</p>
	<p>3.2. Number of women who obtained income generating support through "Cash for Work"</p>	<p>43,347 individual benefited from livelihood recovery assistance by DRF and ERF [Sep2018]</p>	<p>49,947[2020]</p>	<p>Total: 53,347 [2022]</p>	<p>47,308 [Jun-2021]</p>	<p>S</p> <p>This is another 'gender-sensitive indicator' and obtained score is 'S'. However, the assessment results are not meet the target but are on track. This is because insufficient resources have been mobilized due to the COVID-19 crisis. DRRF supported vulnerable females under the employment creation activities through the 'Cash for Work' modality. The majority of activities are related to earthen work, homestead gardening, childcare. Answer also as above? How sustainbale are these results do you link to resilience policy work? How? Should you?</p> <p>The results are strongly lined with government policy work related to social safety-net programmes. The support was designed in line with Employment Generation Program for the Poorest (EGPP) components under safety net initiatives. Additionally, we added value in the EGPP component through incorporating disaster risk</p>

							reduction and digitalized money transfer in the system.
Output 3.1: <i>Disaster affected households, communities, businesses are supported with timely recovery assistance</i>	3.1.1 . Number of assessment conducted on environmental ecosystems and contentment of chemical spillage/contamination	1 [Sep2018]		Total: 2 [2022: cumulative]	N/A [Jun-2021]	N/A	This indicator is related to need-based requirements. Is it smart or shall we reword it? How please? It is more related to climate resilience programme of UNDP. There is very little possibility to any progress made by DRRF. For this reason, we are suggesting to remove it.
Output 3.2 <i>The sectoral ministries, local government institutions (LGIs), civil society, businesses and NGOs have capacity to coordinate recovery effort, continue development services and maintain social cohesion</i>	3.2.1 Percentage of local government personnel who have adequate 'level of understanding' ¹⁷ on Disaster Response and Recovery.	65% [Sep2018]	65% [2020]	Total: 90% [2022: cumulative]	65% [Jun-2021]	U	This indicator is related to capacity-building and related activities have not been conducted due to the COVID-19 pandemic since March 2020. How do you plan to accelerate CB work post recovery pandemic? How can you better link the recovery work to goals of the DRRF especially capacity building for resilience including against future pandemic – the economic recovery work must be ongoing can you share some evidence for policy AND TRAINING and future training perhaps- get a consultant to assess and produce a social economic recovery plan and training plan based on the work goals of DRRF including post recovery pandemic /?What is your plan here? Yes, we are expecting to engage a consultant to work on it.
	3.2.2. Number of business continuity plan developed for	0 [Sep2018]	0[2020]	Total score: 3 [2022: cumulative]	0 [Sep2018]	N/A	Related activities have been shifted to 2022 due to COVID-19 pandemic. National Resilience

	the private sector (i. e. RMG, health, textile, real estate etc.						Proramme is the focal programme to support the private sectors in preparing their BCP. It will be better to remove this indicator under DRRF.
Outcome 4: Effective project management, monitoring, evaluation and quality assurance services							Overall assessment is 'S', DRRF's works are diverse in nature as such for an effective project management, monitoring, evaluation and quality assurance services DRRF needs sufficient work forces which we lack. DRRF has limited human resource capacity, and it should be augmented with full-time procurements, communication and M&E staffs.
Output 4.1 Monitoring and Evaluation	4.1.1 Number of periodic monitoring report prepared	0 [Sep2018]	1[2020]	0 [Sep2018] Total: 3 [2022: cumulative]	10 [Sept-2021]	HS	Total 8 QPRs and APRs have been prepared. Project MTR is in progress. Good result
Outcome 5: To respond COVID-19 pandemic in Bangladesh and strengthen capacity in preparedness							
Output 5.1: Capacity building of CSO in managing the burial of COVID-19 deceased (dead body management) with improvement collaborative support to the burial workers of 10 city corporations/ municipalities)	5.1.1 Number of volunteers trained on safe burial process to provide service for dead body management	0 [March2020]	200 [2020]	400 cumulative [2022:]	200 [Jun-2021]	HS	Disaster Response and Recovery Facility (DRRF) of UNDP in collaboration with 11 most COVID-19 vulnerable City Corporations/Municipalities and with support from the Al-Markazul Islami Bangladesh conducted 11 City Level Burial Workers Trainings in Kishorgonj, Mymensingh, Jessore, Khulna, Gazipur, Narayongonj, Dhaka, Sylhet City, Chattogram, Comilla, Barisal districts. A total of 1195 (Male 1100, Female 95) city-level burial workers which include local government staff and volunteers were trained.

							Related evidence [E-4]: Final report of the consultant
5.1.2 Number of Dead body Management (DBM) team operational and providing service in 10 city corporations and municipalities area for safe burial process of COVID-19 deceased	0 [March2020]	12 [2020]	25 cumulative [2022:]	19 [Jun - 2021]		HS	<p>DRRF formed 36 numbers Zonal Burial Management Teams (BMT) to support safe handling of the COVID-19 diseased. The BMT team conducted safe burial for more than 400 Covid-19 deceased as of the date and ensured proper funerals rituals at the city level regardless of religion, caste and creed.</p> <p>Related evidence [E-4]: Final report of the consultant</p>
5.1.3 Number of people directly and indirectly sensitized on the safe burial process of COVID-19 deceased	0 [March2020]	200,000 [2020]	400,000 [2020: cumulative]	330,000 [Jun - 2022]		HS	<p>More than 132000+ numbers of people were sensitized to COVID-19 awareness-building activities through Print and online media news circulations(350,000+), Facebook page and group viewings (100000+), and website browsing (32000+).</p>
5.1.4 Number of PPE provided for the Cleaning Workers of city Corporations/Municipalities, Local Government and UNDP Staffs	0 [March2020]		5,000 [2020: cumulative]	5,000 [2022: cumulative]		HS	<p>DRRF provided PPE Set (i.e. Gown, musk, boot, gloves, sanitizer) among 1500 City level burial workers, BMTs, and volunteers in the 11 most COVID-19 vulnerable City Corporations/Municipalities. Additionally, 3,000 Dead body Bags (Synthetic/nonporous jute bag), 1600 Dead Body Clothing sets (M/F), 100 boxes of sterilization items (bleaching powder and sodium hydrochloride) were distributed to the BMTs for managing the dead body to ensure a dignified burial.</p> <p>Related evidence [E-4]: Final report of the consultant</p>

Annex-2: Project management reported results - Cross referenced with outputs and project management statements above

Result 1: UNDP has an effective Disaster Response and Recovery Facility in support of the Government of Bangladesh.		
Output	Activity	Key results Self-reported by team
Output 1.1: UNDP has technical and operational capability to manage the Disaster Response and Recovery Facility.	<ul style="list-style-type: none"> • Recruiting of Staff • Setting up of Surge capacity • Developing advocacy strategy • Planning trainings and workshops • Conducting periodic evaluation/s • Conducting a multi-stakeholder post-disaster needs assessment • Supporting GoB to develop Recovery Strategy and Plan • Assisting GoB to coordinate recovery interventions by national and international humanitarian and development agencies 	<p>As per prodoc , DRRF is understaffed of not having a full time PM yet, also we need additional support staff for procurement , M&E, learning and communication etc.</p> <p>Developing the Surge capacity is underway. Usually, our other UNDP programmes colleagues are deployed for additional support.</p> <p>DRRF is yet to have an advocacy strategy. DRRF team usually attain various workshops locally. But training of DRRF staff been hampered due to COVID.</p> <p>Periodic evaluation/s of various activities are conducted by field visit and zoom meeting.</p> <p>DRRF is linked with BRH to mobilize resource persons if any catastrophic event needs a multi-stakeholder post-disaster needs assessment.</p> <p>DRRF conducted workshops to disseminate the knowledge to GoB on developing Recovery Strategy and Plan. It also covers the needs for Assisting GoB to coordinate recovery interventions by national and international humanitarian and development agencies.</p>

Result 2: National capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters.		
Output	Activity	Key results Self-reported by team
Output 2.1: MoDMR and selected sectoral ministries have capacity to carry out post-disaster recovery needs assessment, formulate strategy and plans; and mobilize resources.	<p>a) Training disaster management officials, CSOs, NGOs, UN agencies on: i) Post Disaster Needs Assessment (PDNA) ii) sectoral PDNA guidelines iii) recovery information management system and iv) upgradation of recovery planning and implementation mechanism of selected ministries to incorporate of BBB principles</p> <p>b) Developing Master Plan for Fire Service & Civil Defense as well search and rescue volunteers</p>	<p>A ToT course (list of activities attached below) has been conducted with MoDMR and DDM officials on effective training delivery of DMC on disaster management.</p> <p>As per the requirement, the project is supporting to re-structure of Fire Service and Civil Defense (FSCD), the related activities are underway.</p>

	<p>c) Building capacity of DRROs and PIOs on disaster response, early recovery, recovery and coordination</p> <p>d) Supporting Govt to prepare Action Plan to reduce the risk of lightening/thunder storm</p> <p>e) Developing software to enhance the coordination and management of DRROs and PIOs from the central level of national volunteer organizations on disaster response, early recovery, recovery and coordination</p> <p>f) Training and equipping volunteers for disaster response, early recovery and recovery interventions</p>	
<p>Output 2.2: UNDP's capacity is enhanced to support coordination and foster partnership in (early) recovery and shelter sector</p>	<p>d) Developing roster for Consultants and NGOs</p> <p>e) Setting up of Surge Capacity</p> <p>f) Developing communication plan/strategy</p> <p>g) Preparing assessment tools & techniques</p> <p>h) Planning trainings and workshops</p> <p>i) Introducing simplified procurement process for speedy delivery</p>	<p>Roster for consultants and NOGs are already developed, the project is using this roster for the engagement of consultants and NOGs for emergency support.</p> <p>Preparation of conduct training on Surge capacity development is underway.</p> <p>The project has engaged a communication consultant for preparing communication materials and the required plan.</p>

<p>Result 3: DIM Fund for Disaster affected people, community and businesses are supported; and environmental ecosystem restored, to achieve a resilient recovery for continuation of sustainable development goals (SDGs).</p>		
<p>Output 3.1: Disaster affected households, communities, businesses are supported with timely recovery assistance</p>	<p>d) Providing appropriate recovery assistance to worst affected people; this implies targeting and implementing recovery assistance initiatives in the worst affected areas through a community-centered approach to early recovery.</p> <p>e) Restoring community infrastructure critical for quick recovery following “build back better” principles.</p>	<p>DRRF complemented GoB's (Ministry of Disaster Management and Relief) existing CfW components under Employment Generation Program for the Poorest (EGPP) of Safety Net Systems for the Poorest (SNSP).</p> <p>Interventions for Cash of work (CfW) were incorporated through a human security approach which addressed widespread and cross-cutting challenges to the affected people, their livelihood, and maintained the dignity of the community people's needs. The key elements of this approach were “people-centered”, “comprehensive”, “context-specific”, “and prevention-oriented”. The project</p>

	<p>f) Providing livelihood and financial support to people and small and medium enterprises</p>	<p>complemented GoB's existing CfW components under the Social Safety Net Systems for the Poorest (SNSP) project through incorporating: (1) Union level door to door validation of beneficiaries, (2) Promoting payment through Mobile Banking instead of bank account/daily basis as and when relevant, (3) Disaster Risk Reduction measures in Cash for work interventions, (4) COVID-19 safety measures through providing PPE to CfW beneficiaries, (5) Providing entrenching tools to SSN beneficiaries, (6) Allowance for safe travel to working sites, and (7) Establishing Grievance/Complaint mechanism and reporting for beneficiaries.</p>
<p>Output 3.2: Sectoral ministries, local government institutions (LGIs), civil society, businesses and NGOs have capacity to coordinate recovery effort, continue development services and maintain social cohesion</p>	<p>i) Providing technical and logistic support to LGIs/Local Administration in affected areas j) Creating emergency employment and interventions for enterprise recovery k) Strengthening local governance processes for coordination and service delivery l) Addressing social risks through strengthened inclusion and participatory processes</p>	<p>The capacity-building and related activities have not been conducted due to the COVID-19 pandemic since March 2020. Planned for next year.</p>

Annex-3: Actual Expenditure and Conducted Activities

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
1. Solid Waste Management-SWM	November 2018 to 30 April 2022	SIDA	USD 5,061,120	UNDP, IOM, BRAC, Practical Action	Ongoing	Establishing Basic services of waste collection and promotion of new behaviors towards waste for a clean and healthy environment in the Unions affected by the Forcibly Displaced Myanmar Nationals in Cox's Bazar.	<p>Basic services of daily waste collection to 5,136 HH and 5,430 shops in 15 market locations of 5 Union parishads and 1 Municipality. HH and shops all trained and received 2 bins (15,702 total bins), served by 219 workers (15% female). 99% level of satisfaction of the SW collection service.</p> <p>26,187m3 of waste (77% of the total) collected and properly processed. 5Tn of compost produced.</p> <p>2 sanitary landfill serving 27 Rohingya camps and 1 Municipality for safe waste disposal. 21 Secondary collection points and 6 compost units.</p> <p>Local recycling sector re-established, formalized and strengthened – 20 dealers trained and granted (impact on</p>	<p>Access to “Khash” land for SWM infrastructure construction.</p> <p>Lack of Government awareness/priority on the important to properly manage waste.</p>

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
							<p>increased 35% dealers' monthly profit) and 2 Dealers Association created (40 dealer members).</p> <p>Activation of the SWM Governance system – 7 WATSAN committee meetings organized at Union, Municipality and Upazila level, participated by 269 committee members (Male: 247; Female: 22).</p>	
2. Community Resilance and Recovery-C2RP	November 2018 to 30 April 2021	<p>HQ-BPPS (1271 1)</p> <p>HQ-SIDA (0055 5)</p> <p>Germ any (0011 7)</p> <p>UNDP (0001 2)</p> <p>DFID (0003 2)</p> <p>UNHCR</p>	<p>USD 382,978</p> <p>275,816</p> <p>1,553,537</p> <p>978,717</p> <p>300,316</p> <p>240,468</p>	UNDP & UN Women	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p> <p>Completed</p> <p>Ongoing</p>	<p>Enhancing Social Cohesion and Peventing Conflict in Host Communities</p>	<p>a. Formed 6 Youth Groups with 100 male and 50 female youth in targeted 6 unions of Ukhiya and Teknaf.</p> <p>b. Skill and capacity of 150 youths (50 females) developed on Leadership & Community Monitoring Mechanism and Grivence Mechanism.</p> <p>c. Project organized 7 mass awareness campaign with 7500 (1100 female) community people and 8 school level awareness campaign</p>	<p>Challenges: Identify competent youths to form Youth Forum. Develop partnership with Local Administration, government different line department and Union Elected Representative.</p> <p>Opportunity: to engage community especially youth and students in activity against drug and other security threat as well as preventing conflict related with GBV.</p> <p>Challenges: developing partnership with NHRC, District Judiciary, District Legal aid committee,</p>

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
		(00040)					<p>with 800 students against drug, human trafficking and gender based violence in Ukhiya, Teknaf & Cox's Bazar.</p> <p>d. Conducted dialogue and lesson learnt workshop with 740 CPF members in Ukhiya, Teknaf and Cox's Bazar.</p> <p>e. Organized 6 sensitization meeting with 300 multi ethnic leader, religious leaders, teachers, CPF, women leaders and Youth leaders.</p> <p>f. Project organized training on Participatory planning for 101 participants including 29 civil society member and 72 UP elected representatives.</p>	<p>NLASO – National Legal Aid Services Organization.</p> <p>Opportunity: to accelerate legal aid service in CXB, enhance activity of NHRC in CXB,</p> <p>Challenges: developing partnership with District police. Identify needs for police forces and local community to implement small scale infrastructural development.</p> <p>Opportunity: to support the development process for District police and host community.</p> <p>Challenges: Identify competent people to form Mediators Forum.</p> <p>Opportunity: to institutionalize and modernize traditional informal dispute resolution mechanism</p> <p>Challenges: developing partnership with CPF and District Police.</p> <p>Opportunity: to support CPF with logistics and develop skills for CPF Members and District Police.</p>

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
								<p>Challenges: COVID-19 did not allow frequent field visit and delayed implementation in due time. Establishing partnership with RRRC and Camp administration; identify actual camp community members for security mapping.</p> <p>Opportunity: Introduce and establish community security mechanism at camps.</p>
3. Disaster Risk Management Project-DRM	November 2018 to 30 April 2021	<p>CORE /TRAC FUND (0001 2)</p> <p>IOM (0004 3)</p> <p>UNHCR (0004 0)</p> <p>SDC (1028 2)</p>	<p>USD 769,620</p> <p>629,688</p> <p>68,442</p> <p>1,262,232</p> <p>687,159</p> <p>939,946</p>	UNDP, Action Aid, ESDO, DRC, FSCD,	<p>Ongoing</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>	<p>Enhance the preparedness for disaster, extreme weather and seasonal response of government, humanitarian actors, and most-vulnerable communities in Cox's Bazaar district</p>	<p>1: 100% of targeted beneficiary institutions/organizations reporting increased capacity to manage extreme weather and disaster risk in Cox's Bazar at end of project.</p> <p>2: 91.30% of targeted institutions/organizations/communities reporting benefit from UNDP DRM programme technical support services, knowledge products and capacity development support.</p> <p>3: 6.13% reduction in the number of affected people (experienced, expected or modeled).</p>	<p>Challenge: COVID-19 pandemic has severely affected and delayed the field implementation, however, project has repurposed some of field activities into COVID-19 response prior approval from donors.</p> <p>Opportunity: good relationship with government and humanitarian stakeholders helping project implementation and achieving project results</p>

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
		ECHO (11724) UN Emergency (11362)					4: 85.71% of GoB and humanitarian agencies reporting increase in number of trusted forecasts, risk assessment and seasonal outlook products. 5: 23,124 men and 25,429 women directly benefiting from successfully implemented community-based disaster risk reduction interventions. 6: 92% of GoB training participants demonstrating increase in understanding of risk information application at end of training" 7: 90% of DDMC members report improved knowledge of disaster management lessons from past disasters in Cox's Bazar 8: 1512 government, humanitarian and first responder agency staff trained on DRM aspects	
4. Community Cohesion Project	January 2019 to 30	Canada	USD 4,570,466	UNDP, ESDO, UTTARAN,	Ongoing	Host community and Forcibly	- 1462 youths are trained with demanding skills and	

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
	June 2022	(DFAT)		ACLAB, DC Office, CXB		Displaced Myanmar Nationals in Teknaf an Ukhiya, Cox's Bazar	supported to get jobs or to start their own enterprise contributing to change in their livelihood - 2894 marginalized families were supported through shrot term income generation (daily wage work) for 52754 per days - 5662 poor families were supported through emergency cash and hygiene kits during pandemic	
5. Peaceful District Project	August 2020 to November 2021	HQ-SIDA (0055 5)	USD 300,000	UNDP	Ongoing	Cox's Bazar District	-Community needs identified and prioritized in 8 Unions of the district - Plans developed to reduce case backlogs - Needs identified and addressed for building capacity of the judicial actors of the district - Police capacity enhanced through training to deal with GBV issues	

Annex-4: Mission itinerary, including summary report on field visits

SUMMARY REPORT: RESULT & FINDINGS OF DRRF PROJECT IN SOUTHERN COASTAL & NORTHERN FLOOD PRONE REGION OF BANGLADESH

(This report reveals the summary of the analyzed result based on the field information collected through field survey numbering a total of 11 KILs 5 on DRRF project during 4th September 2021 to 14 September 2021 covering 5 districts i.e. Barguna, Satkhaira, Kurigram & Gaibandha and Jamalpur of Bangladesh) **See annex 1: The analysis** (excel file attached) for graph and table.

1. Local Disaster Context

1.1 Local Disaster Events & Community Response (What types of disasters in your community are likely to experience? How does your community respond to disasters/shocks?)

Cyclone, tidal surge, water logging and river erosion are the main disasters of the target location of the coast i.e., Barguna & Satkhira Districts. Communities of that area are being highly impacted by those disaster events. Embankments are being broken frequently by tidal surge, which leads to saline water inundating the ponds, fisheries etc., hampering production. On the other hand, in the northeast districts of Kurigram and Jamalpur, people are mostly affected by river erosion, monsoon and flash floods. Almost every year, riverside communities are greatly affected by flood and river erosion, with thousands of people being displaced and forced to relocate to new locations. People lose their houses, cultivable land and other family assets and become hardly able to meet the basic humanitarian needs.

The evaluation assessment found that in the coast, depressions form annually in the sea specially during the month of April-May and October-November. Some small to big-scale cyclones hit almost every year, and some of them intensify to form big tidal surges, which break the embankment, destroy cultivable land and fish farms (Gher) become flooded. People suffer loss in terms of economy because people lose their source of income and livelihood. People become displaced or bound to migrate to other locations. Sometimes they receive food/cash packages from the government and some NGOs but they are not sufficient to meet the needs of the huge number of people. In the northeast flood prone districts, people lose their shelters and have no other option other than moving to a new location. The government and development agencies initiated flood response projects since the local community is unable to recover from the losses on their own. Many NGOs undertake short-term response recovery projects to aid the distressed people. However, those projects alone are not sufficient to meet the humanitarian needs of the people.

2. Local Benefits and Results

Tell us your name and how long you have been involved in UNDP's Disaster Response and Recovery Facility (DRRF) project as a beneficiary?

SL	Name & Location of FGD	Name of the participants
01	FGD with Female Beneficiary group Address: Village- Burigoalini, Union- Burigoalini; Upazila- Shyamnagor	Nomita, Sovita Paul, Lolita, Asha, Komola, Sudha, Sona Moni, Hasina Sahanara, Anjona, Soneka and Kanchona (11 female)
02	FGD with Mixed Beneficiary group Address: Village- Burigoalini, Union- Burigoalini; Upazila- Shyamnagor	Taposh, Animesh, Gurudas, Monisha, Suranjan, sondhya, Sabitri, Maloti, Anita, champa & Jaideb (Male-4, Female-7)
03	FGD with Mixed Beneficiary group Address: Village- Baboner Koruna, Union- 5No. Bura Mojumder; Upazila- Betagi; District- Barguna	Sefali, Jesmin, Nesar, Shaid Khan, Monir, Kohinur, Sonakhi, Hossen Khan, Jalil Mridha, Rostom, Khalek Sharif Md. Saibal islam, Helena (Male-7, Female-7)

SL	Name & Location of FGD	Name of the participants
04	FGD with Mixed Beneficiary group Address: Village- Kumrakhali Fultola Asrayan, Union- Badarkhali; Upazila- Barguna Sadar; District- Barguna	Alea,Shahinur, Minara,Nazma, Khadiza,Dalim, Pakhi, Rubi, Shilpi Dalim (10 female)
05	FGD with Mixed Beneficiary group Address: Village- Balashi, Union- ; Upazila- Gaibandha Sadar; District- Gaibandha	Abdul Hamid, Amir, Karina, Rowsonara, Jori, Razia, Rubi, (Male-2, Female-6)

2.1 Support Received & its Usefulness (Would you know a person who benefitted from the DRRF project? What type of support have you received from the DRRF project? Was that useful?)

In Barguna & Satkhira, DRRF project ensured support through Cash for Work Interventions where both male & female were involved as CFW beneficiaries for a total of 20 days (worked between 6:00 am to 2:00pm daily). Besides, all the target beneficiaries received some protection gears i.e. 1 pair gumboot, reusable masks, 1 hand sanitizer (100 ml) and working materials i.e. 1 spade, 2 baskets whereas in Kurigram, Gaibandha and Jamalpur the target beneficiaries received support in the form of shelter materials and some protection gears including CGI sheet (tin) , saw, bucket, trunk etc.

All the respondents of FGDs and KIIs mentioned that the support items provided by the DRRF project were very much beneficial for the community people, especially for those who were in special needs and were unable to meet hardly any daily necessities. As Kurigram and Jamalpur districts are flood prone and the people over there are frequently being displaced, providing them with shelter material and some protection gears was very much effective.

2.2 Knowledge about the Project (How would you rate your knowledge about the project? (H/M/L)
As the project has been run through vigorous engagement of UNDP and Implementing NGOs and relevant stakeholders (i.e., govt. LGI), the flow of information has been quite high. The key informant interview report revealed that more than half of the informants (55%) had high level knowledge on the project while the rest (45%) had medium level knowledge on the project.

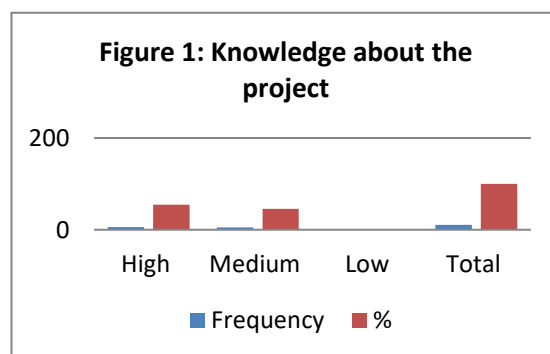
2.3 Project’s Importance: How important do you think this project is, and why? (Very/moderately/less)



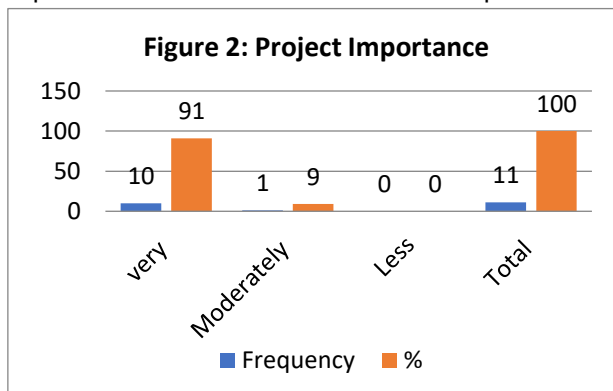
Photo 1 Focus Group Discussion in Shyamnagar Sub-district. District: Satkhira



Photo 2: Key Informant Interview with the UNO of Shaymanagor Upazila (Sub District) Under Satkhira District



The action area of the project spans multiple locations that are prone to natural disasters, making it evident that the community is in need of all the support that they can get. In the coast, people are affected by cyclone, tidal surge, salinity intrusion, tidal flooding that have made those living in the target areas most vulnerable out of the country. The coastal districts are covered by rivers with some polders or embankments where soil tops are being cut down during the rainy season, making it fragile and hardly being able to hold back tidal water. Most of the people on the coast are fishermen, while the rest are dependent on agriculture, fish cultivation and forest development. Hence, cyclones, tidal surges and frequent big depressions in the sea make them jobless. Due to salinity intrusion the farmers are unable to cultivate their lands around the year. So, a large portion of people are unemployed during those off-peak seasons. Whereas, in flood prone northeast parts, the lands are affected by monsoon flooding almost every year, forcing the people to abandon their belongings and take shelter in embankments or shelters, where they are not able to meet their most basic needs. Hence, the project possesses significant importance for taking recovery interventions through Cash for Work which benefited local people for a while. It also provided raw material support for cyclone and flood affected people so that they can fulfill their basic needs and keep flood water out of their lands. The project has also provided assistance to displaced flood affected people by providing raw material and protection gear support to help them protect themselves and relocate their houses when floods hit the community. Figure 2 above demonstrates that most of the key informants (91%) treated the project as very important while only few of the informants (9%) mentioned the project as moderately important in meeting the needs of the affected community. Again, the project made it possible to arrange for short term employment for both poor women & men of the locality. It also made it feasible to construct embankments that are protecting the land from tidal water and reduce vulnerability from tidal surge, flood and cyclone.



2.4 Consultation with Different Stakeholders during Project Design (Were you consulted during the design of the project?)

As with every other project, the project has its own certain implementation procedure meeting cycle that starts through the stakeholder's consultation to understand the exact vulnerabilities and needs of affected communities. So



Photo 3: Earthen Road is being constructed under Cash for Work in Shyamnagar Sub-district. District: Satkhira Satkhiara



Photo 4: Earthen Road construction is almost completed under Cash for work in Shyamnagar Sub-district. District: Satkhira

Stakeholder's consultation is very crucial to identify the people's needs based on the actual field context. Conducted KILs and FGDs results showed that no such consultation took place during the design phase of the DRRF project but key informants also revealed that they were being consulted during identification of the scheme of Cash for Work. They visited the Upazila level project Implementation Office. UNDP & concerned PNGOs shared the project package/scheme before starting to implement the project at field level to identify the scheme sites and

selecting the target beneficiaries in the coastal Barguna and Satkhira district. While in case of identifying the shelter materials in the northeast districts i.e. Kurigram and Jamalpur held a workshop during the pre-implementation phase and took stakeholders' opinions.

2.5 Benefits of the Project *(What benefits have already been seen from the project activities implemented to date?) In what way your life is different because of your receiving some benefits from the project? (FGD questions)*

The DRRF project certainly has made a huge contribution benefiting people who were in need economically and made infrastructural development in the vulnerable coastal community. The support the project provided has created social, economic and environmental benefits for the community. As the project ensured the participation of women they have been empowered through work that has benefited them in the short run through ensuring some earning of money and made the women a prominent figure in decision making and a key contributor in family roles. Again, they have been marked as part of the workforce and ultimately they have raised awareness to community on using the women to work along with men; environment and people's livelihood (agriculture/fish cultivation) have been protected by repairing and reconstructing the embankment in the target coastal districts. As per the FGD report it is revealed that in the coast, beneficiaries received BDT 6000 for 20 days work (per day Tk. 300) that helped a lot to meet their basic needs. It also helped them meet expenses for their children's education cost in some cases. The working men were able to support their family, and some of them were able to get started on rearing livestock at home. As they received some cash money by doing work which was very beneficial for them, they mostly used the money in paying household expenses. Some started small businesses, others spent the money for the education of their children, some invested in the fishery farm (locally called Gher) and some purchased livestock/cattle. In flood prone areas, the support provided to the displaced and vulnerable families by providing them with shelter materials and protection gears helped them a lot. The DRRF project has benefited the jobless people displaced by the floods.



Photo 5: Internally Displaced People (IDP) received house due to river erosion under the project –ERF in Gaibandha District

2.6 Equal Participation of Men & Women and Other Cross Cutting Issues *(Is equal representation and participation of women and men in project activities encouraged? Please elaborate) to what extent the cross-cutting issues (i.e. gender, inclusion, PWD) have been considered in project implementation? FGD questions*

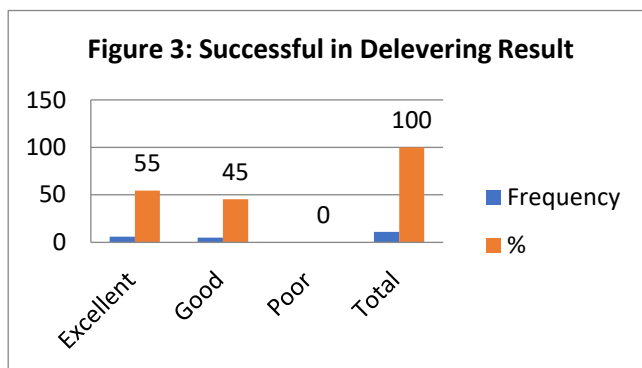
Almost 45-50% women have been engaged to work which is really encouraging for the local female community. During the beneficiary selection, 80-20 female to male ratio was maintained. Other projects like SOPNO also worked with women, especially women-headed families in Kurigram and Jamalpur. The project was also envisioned to ensure the participation of the women in the Cash for Work program, and it has been seen that an amount above the target number of women have participated. In the coastal districts of Barguna and Satkhira, women stay at home and do household chores only most of the time. As per the FGD & KIIs findings, women were highly considered to do work with the cash for work scheme about 50% out of all beneficiaries being considered as beneficiary for the Cash for Work. Union Parishad also made a contribution to select the beneficiary and do monitoring the work. As per the KIIs report, in the northeast part, about 2/3 of total beneficiaries were considered from women but no PWD were involved in work. A.N.F Abuzar Giffary the UNO of Shyamnagor Upazila said, **“in a few cases I found more women were being engaged in work, men also were found to cooperate with women.”** The entire notion is a good sign for reducing gender inequality and gender-based violence. So, the

above overture has revealed that about half of beneficiaries selected for the cash for work program in the coast are women, while in the northeast part, about two-third of the beneficiaries are women.

3. Progress Towards Results

3.1 Successful in Delivering Result (How successful do you think the project has been at delivering results so far in your area? (Excellent/Good/Poor)

The DRRF project has met significant success in overall management, govt. monitoring & participation. The target work was completed successfully and the outcome is fruitful. UNDP/PNGO maintained excellent communication with local administration that has brought significant results in meeting people's needs and reducing the vulnerability of the target communities as a whole. In addition, a noteworthy number of women have been considered as part of the cash for work program that has created an example for the community. In Figure 3, it is seen that more than half of the respondents (55%) were of the opinion that the project has delivered excellent results so far in the area while the rest of the respondents (45%) mentioned that the project has been able to deliver good results.



3.2 Project's Consistent with local Needs (Could you please tell us whether the DRRF interventions are consistent with the needs and interest of your family as well as the people of your community?)

- As they had no work, the DRRF project came as a blessing for the time being. Roads and embankments have undergone reconstruction which will work to safeguard the community. In that sense, in the short run it was very much beneficial after Amphan. However, the requirements of the local community are a lot more which can only be met in the long run.
- The activities the DRRF project launched were consistent with the context and needs of the community.
- As many people of Jamalpur, Kurigram and Gaibandha were impacted by flood and river erosion, they were in a very vulnerable state. Shelter materials provided by the DRRF project were highly beneficial for the target beneficiaries.

3.3 Effectiveness of the Project (Could please tell us about the effectiveness of the project? Have individuals changed their positive and negative coping mechanisms as a result of DRR and social cohesion programs?)

In the sense of meeting the people's onset basic needs and fulfilling the demands for livelihood, the project was highly effective, due to the fact that the project has been able to meet the needs of community by providing assistance through cash, have transformed weak embankments into strong ones that will give the community a long term benefit and help them avoid flooding of their houses and farms which they are dependent on mostly. In terms of positive and negative coping mechanisms, these programs have enabled them to learn how such social cohesion and DRR schemes can make society change. Women are part of the workforce, and they contributed in making the community protected from disaster events. Besides, the project was done by proper monitoring, and supervision of the government level stakeholders. Though people have coping mechanisms of their own, they need development support from government and donor agencies as the people of the community are very poor and scarcely meet the basic family needs. The work was very much effective in terms of meeting the needs of the people.

3.4 Efficiency of the Project (Could please tell us about the Efficiency of the project to which resources/inputs (funds, time, human resources, etc.) have been turned into results?)

UNDP/PNGO put proper monitoring and site supervision during the scheme works and provided necessary support to do the work more efficiently. They had sufficient resources and time to accomplish the work successfully. Project team was efficient enough in terms of timely monitoring and had sufficient human resources to oversee the project at field level.

3.5 Coherence with local Context (Whether the project is **coherent** with local context? How well does the intervention fit? What do you think about this?)

The project is highly coherent with the community, for its vulnerabilities and the needs during and post disaster period, making it highly impactful and reasonable by the people's needs and local context. It has provided or has made significant efforts to provide basically everything that the local community were in need of.

3.6 Impact of this Project (Have you seen any **impact** of this project which will have a long term benefit or bring change in the development of your community, if any, please give an example?)

Following are the impacts that have been seen and summarized through analyzing the survey findings:

- The project has made it possible to bring the women into the workforce along with men. Besides, the embankment been repaired has long geo-economic impact for the community, also protecting people livelihood
- The projects implemented were very much impactful in terms of giving benefit to the community for the short run as well as protecting the farms and other assets which will prove to be highly beneficial in the long run.

3.7 Coordination with local level stakeholders (In what extent DRRF project meets **coordination** with local level stakeholders (govt. bodies, local govt., pertinent NGOs etc.)

There was evidence of good coordination and participation of local government bodies in implementing the DRRF project on field, Upazila level project implementation Officer as well as Upazila Nirbahi Officer were also actively involved with PNGO and UNDP in executing the work successfully. Again, there had mentionable coordination between GO-NGO, Union Parishad chairman; PIO visited the scheme sites in the coast regularly along with project implementation team

3.8 Synchronization with other Stakeholders (Does the project synchronize and avoid duplication of intervention with other stakeholders (Govt.& Local Govt.& other NGOs)?

As the work was done by vigorous coordination and collaboration with local govt. and Upazila administration, no duplication of work was found, we do only DRRF project work for that specific location, and govt. met synchronization of work along with other supporting agencies.

I. Have you seen any innovative things in project implementation? If any, please give some examples.

- Most of the respondents mentioned that distribution of protective gear i.e. gloves, gumboot, working materials i.e. spade, basket and hygiene kits were innovative, as it was new to them.
- Involvement of women along with men in cash for work was new for the community as they were not used to doing work together in such a way.

3.9 Experiencing Delay & Problems in the Implementation (Were any delays experienced during project start up? Have you experienced any other problems?)

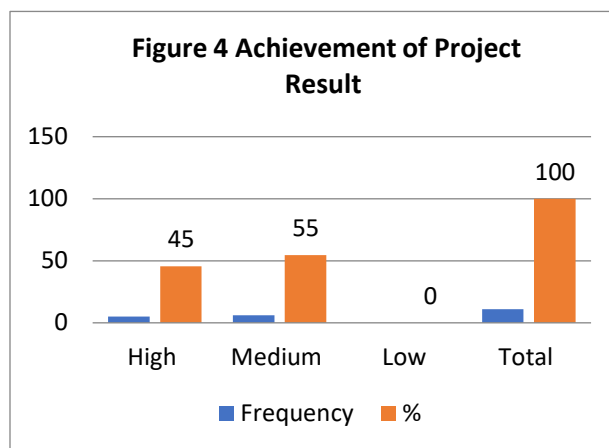
- No, for laborious job men get more priority in the community but here in DRRF project we get the same wage which is good.
- No, we have received some amount of money which is similar with men but otherwise, female get less (200/300) ratio of wage with men

As per the surveys of KIIs and FGD, there were no delays and no big problems were found during the project start up. In some cases respondents spoke that the time of work was in the dry season which gave them extra benefits (for those who are working) in the cash for work program. UNDP and PNGO were highly vibrant to start the project on time. Though some of the respondents confess that there was some administrative complexity to ensure timely commencing the project. But on the coast, the project was said to start as a part of Amphan response but was a bit delayed due to administrative complexity in selecting scheme sites & target beneficiaries. But overall the

project ended up timely after the project started up. But on the other hand, almost all key informants revealed the payment of the cash for work beneficiaries was delayed and took many days to make payment after the work finished. Sometimes, some of the union chairman was questioned by the beneficiaries due to delay of the payment.

3.10 Achievement of Project Result (How achievable do you think the project results are in your area within the time remaining for the project? (H/M/L))

Though the current study has been preceded for midterm review, the project has already been finished and a field survey found the project has produced results for the remaining time. After successful commencing, the project was ended successfully within the remaining time and brought the expected results. Figure 4 demonstrates that 55% respondents revealed the project made a high yield of result within the time remaining for the project while another 45% respondents responded that the project made a medium yield of result within the time remaining for the project.



3.11 Improvement Area: (What improvements could be made to make delivery more effective?)

Following are some improve area that were suggested by respondents

In the coastal Part

- Beneficiary selection must be by PNGO in coordination with govt. that should be by people humanitarian need and without any kind of influence
- The amount of wage should be increased considering people basic daily expenses,
- Tree plantation and turfing after soil work could be ensured
- Fund transfer from UNDP to the respective partner NGOs should be more prompt
- Work volume should be increased as there is a huge need. In addition to cash for work, some livelihood support to be ensured for the sustainable change in people's income.
- People were in a fix to get their payment, so payment should be on time
- The wage rate should be increased to ensure more participation and economic benefit for engaged workforce, environment friendly development scheme should be increased
- Not all fragile embankment been made repairing by Bangladesh Water Development Board, so repairing of other embankment should be continued as possible
- Bill payment was delayed, beneficiary become aggravate for delaying the payment after their work that should be solved and improved in next phase
- Some of the beneficiary group didn't give 100% effort in the work

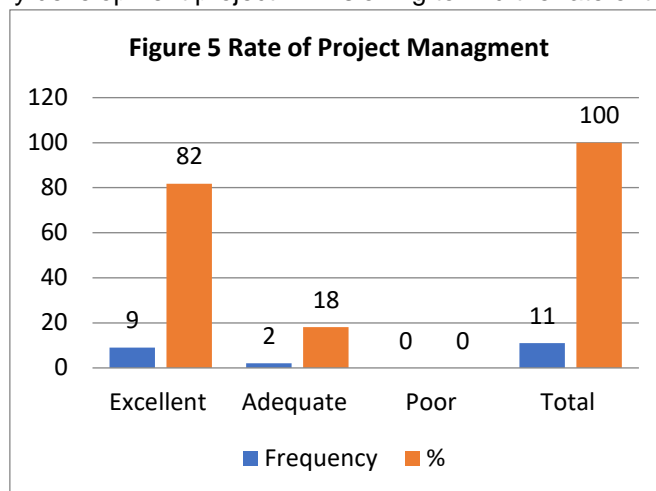
In the northeast part

- Project should continue for longer time as there have huge needs among poor and internally displaced people
- Ensure functionality of local level NGO coordination and disaster management, and
- Some primary beneficiary list should be in placed considering the existing vulnerability prior to the disaster hit
- Keeping contingency funds in-place in advance to trigger projects with sudden emergency response and recovery.

4. Project Management Arrangements

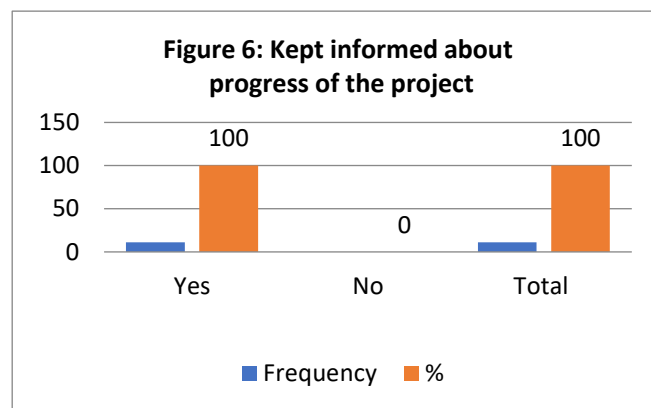
4.1 Project Management (how do you rate PIUs' Project management, communications, efficiency & general administration: (Excellent/Adequate/Poor). Please elaborate)

Project management arrangement is a crucial part of any development project. Envisioning to find the rate of the performance, this evaluation also assessed how project management, communication, efficiency and general administration were rolled out over the project implementation phase. Most of the Key informants (82%) have marked the project excellent on project management grounds by coordination and coordination and general administration aspect while only 18% of respondents have mentioned this as adequate with not having any poor (0%) in performance rating. Again it is found that the project management team has accomplished all the activities very efficiently and completed all purchase and mobilization of resources that have been done very appropriately though there had some management gaps in the project like releasing funds that might have happened in a more appropriate time.



4.2 Updating the Progress (Have you been kept informed about the progress of the project? (Y/N))

In case of reporting progress of the project to relevant stakeholders this evaluation has found that all the respondents (100%) marked “Yes” as they were kept up-to-date about the progress of work from project management side to the relevant stakeholders, even PNGO & UNDP were vibrant enough to make coordination and updating the other field issues and challenges that they faced during field level implementation time to time.



4.3 Communicating Project to Local Partners (How well do you think PIU has communicated the project to local project partners?)

well do you think PIU has communicated the project to local project partners?)

Concerned UNDP/PNGO staff met good communication standards to execute the project at field level. Though no partners were involved to implement the project in Kurigram and Jamalpur, where existing UNDP staff and consultants were being hired to execute the distribution of shelter material to right holders. Most of the respondents admit that UNDP met good communication with their partners and other allied govt. department to make sure the participation of all allied govt. bodies and partners to do the work effectively and they communicated with local partners in an amicable way.

4.4 Suggestion to Improve (Can you suggest any ways to improve this communication?)

Communication regarding timely payment should be ensured by the UNDP higher management. Technical engineers/officials should have more contextual technical knowledge and capacity to deal and improve the communication with local govt. The project should also take the initiative of waste management, tree plantation and fencing activities. During summer sessions, works such as bamboo piling and first aid and oral saline administration should be addressed.

5. Sustainability Of the Project

5.1 Continuation of the project Activities (How has the project helped to develop capacity to continue the project activities after the close of the project?)

As the project was run through vigorous participation of multi capacities from UNDP, PNGOs and Government Stakeholders, so the project has been able to evolve the capacity of allied personnel and local level stakeholders

a huge. Many of respondents said that capacity building is a continuous process but they have learned many good things from project i.e. warehouse management, emergency distribution, how to control mass and crowd management and problem solving, beneficiary selection were a part of capacity building that helped to project team to implement such kind of emergency project more effectively. PNGO & UNDP proved the capacity of good management and good governance in project management was also ensured.

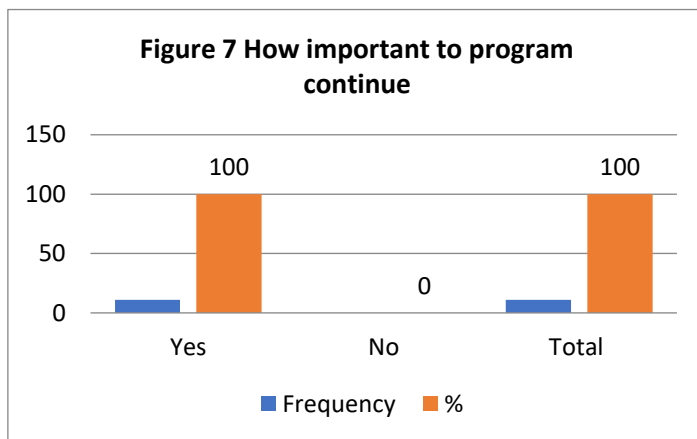
In terms of sustainability, women have been empowered and proved their potentiality to do such work along with the men. Besides, work has protected our embankments that are giving us continuous support to protect our farm land from the tidal surge and high tide water and those things are saving our livelihood in the long run. Repairing the embankment will give the community short or medium term benefits, but the community feels the needs of long impacted DRR initiative to make the community sustainable in reducing disaster risk and uplifting their living standards. Besides, the shelter material provided to displaced people in flood prone area will be used when target beneficiary will be relocated to other place after acquisition of land by actual land owner (Gaibandha)

There has been coordination between govt. and NGOs to implement such kind of recovery work ensuring women in prime participation which has made new views of doing such kind of work by the women participation along with the men workers.

Now the project team knows the context and reality of field work, coordination with local govt. has been improved, so it will help the team to continue the project after close of the project. Technical knowledge and design were highly coordinated and it is useful there was huge coordination between govt. and partners that made capacity building of partner NGOs.

5.2 Project Continuation after September 2019 (How important is it to you that the program continues after September 2019? [for higher level interviewees])

As the project helped directly to people through cash for work and people get some money in return it is highly important to continue as the project has made lasting impact to the community through repairing the embankment in the coast and providing shelter support to vulnerable internally displaced flood affected people in the north. Respondents urged to continue the project as long as the project is very important as many of the embankments and roads still need to be repaired. So, it is very much important to continue the project onwards even after the project ends by triggering a new phase.



5.3 Continuation of Project's Result After September 2019 (How important is Piu to the continuation of project results after September 2019?)

Field evaluation found that the continuation of project results after September 2019 were very important as this sort of project is very much effective for the local vulnerable people who are frequently experienced by river erosion and flooding. Most of FGD and KIIs respondents also mentioned that the project support was really essential to continue as this project has made good results that contribute to community benefit as a whole and they articulated that the project has done successfully after that time.

6. General Feedback

6.1 Major strengths of the project

The study found that the project had some strong areas in the way of the execution of the project at field level. Following are some mentionable strength that has been secured through the implementation of DRRF project:

- **Good Monitoring:** UNDP and PNGO met good monitoring in the execution of projects at field level that made it possible to have effective and successful implementation of the project at field level.
- **Effective Coordination:** UNDP and PNGOs met effective coordination at all levels of stakeholders in implementing the project at field level. Respective duty bearers and stakeholders are happy of their vigorous coordination
- **Proper Beneficiary Selection:** Beneficiary selection is the key to any support oriented project implementation. PNGOs in coordination with respective stakeholders did great job in selecting the appropriate beneficiaries.
- **Quality materials distribution:** The materials that were distributed to the beneficiaries maintained the best quality that will give them lasting service and longevity as a whole.
- **Effective participation of local Government & Administration:** The participation of local government stakeholders was mentionable in executing the project. In some cases respective UNO & PIO made multiple visits to oversee the project activities. Union Parshad Chairman and respective members ensured vivid participation in field level implementation, beneficiary and scheme selections and regular monitoring and supervision. Even, they provided administrative support for making successfully implementation
- **Ensured good quality work:** PNGO in coordination with local govt. and technical support of UNDP, ensured utmost quality work in all cash for work interventions and provided quality material support in both all respective district including Barguna, Satkhira, Kurigram Jamalpur and Cox's Bazar

6.2 Major Weaknesses

Though the project ensured magnificent success and good works in the journey of project implementation, there was some shortcoming or weakness that has been brought forth through field study. Following are some weakness that has been mentioned by the respondents that should be considered to revise in future project implementation:

- Participant didn't get payment on time due to systematic enduring from UNDP end
- No visible awareness/ education was included for the beneficiary during the works and usability of the materials they received
- Feedback session was absent in executing the field level intervention i.e. cash for work, distributing the materials to beneficiary

6.3 Lesson Learned

The evaluation found some following lesson learned that have been mentioned by the respondents during the field survey:

- GO-NGO coordination was mentionable that ensured quality work at field level
- Men-women participation in the work shows the notion of new working vibe at community level
- Proper monitoring and vibrant management team from PNGO and UNDP side were excellent

6.4 Recommendation/Suggestions

Following are the summary of major recommendation mentioned by Respondents:

- Project design should be well shared with the grass root level stakeholders; govt. should be included or consulted during project design implementation more effectively and strategically.
- Payment system should be on spot or made on a weekly basis as the gap in payment makes it irritating for the local government and different people have different perceptions and characteristics, sometimes they don't want to understand the real situation. Again livelihood support should be included with the cash for ensuring sustainable livelihood development of the vulnerable people
- There should be provision of TA/DA for the visit of Govt. official as they has no provision govt. to visit NGOs work
- The government has very minimal operational cost as compared to NGOs as the government is involved in many activities by many means. If the government and NGOs work together and share operational cost in joint intervention, more improvement in the development work will be ensured.
- PNGO and UNDP person should visit the field more frequently

SUMMARY REPORT: RESULTS & FINDINGS OF TSUNAMI PROJECT-II UNDER DRRF IN COX'S BAZAR DISTRICT

(This report reveals the summary of the analyzed results and its findings based on the field information collected through field survey numbering a total of 6 KIIs and 1 FGD during 25 September to 2021 to 30 September 2021 covering two Upazilas Moheshkhali and Sadar of Cox's Bazar districts of Bangladesh)

1. Tsunami Project Phase-II – DRRF- in Cox's Bazar

UNDP implemented Tsunami Awareness Program under Tsunami Project-II in Cox's Bazar in the year 2019 envisioned to Partnerships for strengthening capacity on school preparedness for tsunami in the Asia Pacific region. The Project's activities covered (a) Inception Workshop for Tsunami Project Phase-II, (b) Local stockholders Consultation Meeting on School Tsunami Preparedness Plan (c) TOT Training on Tsunami Preparedness for School Teachers and SMC members (d) Practice /survey on STEP A through the app or using manual, (e) Conducting School Tsunami drill and drills competition and (f) Observing World Tsunami Awareness Day 2019.

Under this project a 2 days long TOT was conducted ensuring the participation of school teachers, School Management Committee and education authority with a view to conducting Tsunami Drill Exercise in the Schools and provided some material to conduct drill i.e., stretcher, hand mike, rally cap, volunteer vest. A total of 5 schools have been surveyed through KIIs and FGD where the project was supported to conduct drills, and where school authorities, District Education Office and District and Upazila administrations were involved with the project and ensured to accomplish all target programs successfully. There have been conducted 6 Key Informant Interviews (KII) [5 with School Teachers of 5 Target Schools & 1 KII with Additional District Primary Education Officer (ADPEO)] and 1 FGD with School Students at Moheshkhali Model Primary School



Photo 1 School Students took part in Tsunami in Drill at Mohakhali Govt. Primary School in the Year 2019

2. Result & Findings as Per Field Survey

a. Relevance (Was the awareness, training and drill programs on disaster like Tsunami relevant for school students?)

Regarding the relevance of the awareness and drill program for the school students, all the respondents (100%) mentioned that the project is highly relevant for the awareness of school students and community people as the locality is very close to sea, where there may be a tsunami.

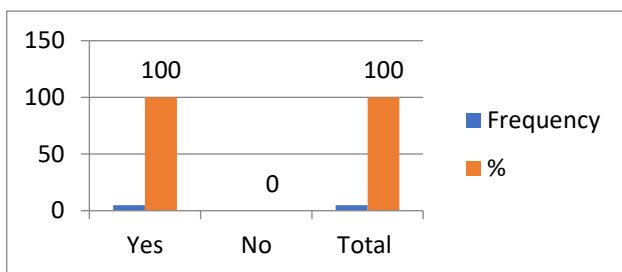


Figure 1 Relevance of Tsunami Drill for the School Students

b. Possibility of happening Tsunami (Is there any possibility of Tsunami in Cox's Bazar)

Regarding the possibility of a tsunami happening in Cox's Bazar all the respondents responded with "Yes". In Cox's Bazar, all of them mentioned the same reason in the relevant points and marked the tsunamis history of the world where the tsunamis mostly happened in Asian countries close to Bangladesh.

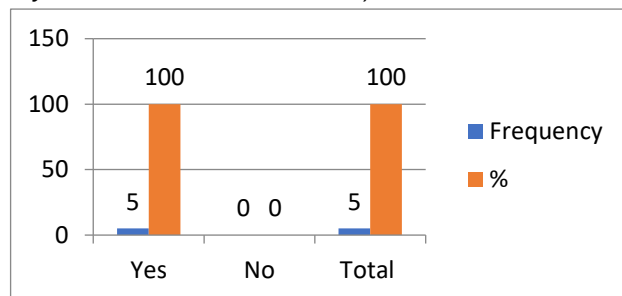


Figure 2 Possibility of Happening Tsunami in the target locality

c. Rate of Possibility (Rate of Possibility of Tsunami in Cox's Bazar and other coastal District)

Regarding measuring the rate of the possibility of Tsunami in Cox's Bazar and other coastal districts Bangladesh, most of the respondents marked that there is a high possibility of a tsunami happening since it forms in sea through earthquake and communities of Cox's Bazar are very close to sea, whereas very few (20%) of the respondents rated the possibility as medium as they Cox's Bazar didn't experience of tsunami in the recent past. The district education authority (ADPEO) also rated the possibility of a tsunami happening in Cox's Bazar District and other coastal districts of Bangladesh as high.

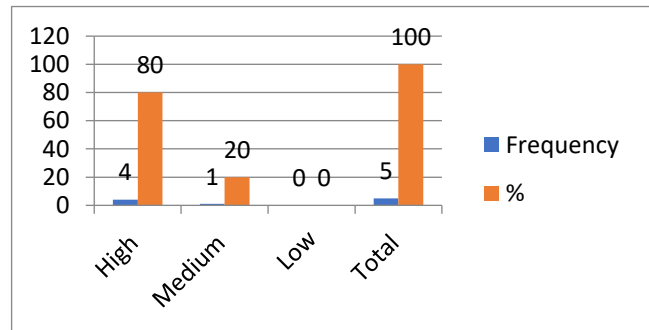


Figure 3 Rate of Possibility of Occurring Tsunami

d. Knowledge on tsunami & its perception (Do you think imparting knowledge on tsunami is extra botheration for teachers since this hazard is not included in textbook (Y/N))

The evaluation also assessed the stakeholders in terms of their perception regarding how teachers are taking imparting the knowledge on tsunami as there this hazard is not included in the textbook, but study found that all the respondents (100%) said "No" and mentioned that the knowledge of tsunami are very effective to know by the students and communities though it is not included at primary level text book. The interviewed education officer also showed positivity to impart such kind knowledge, mentioning that it is integral to improve the knowledge of the students on disasters.

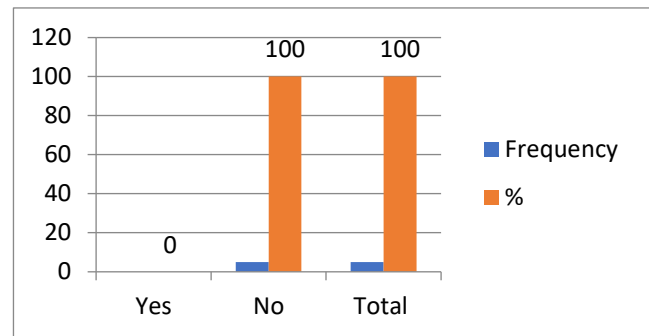


Figure 4 Knowledge on Tsunami is extra bothering or not

e. Efficiency (Rate the efficiency level of training and evacuation drill Tsunami conducted in the schools)

Rating the efficiency level of the training and evacuation drill on Tsunami Conducted in the school most of respondents (60%) mentioned that the event was high rated in terms of quality and successful implementation, while some of the respondents (40%) including the education authority rated this as "medium" on efficiency ground. Thousands of people were present during the drill with many of the high officials which made a strong impact in building awareness and put good consensus among the students who are the future leaders of the nation.

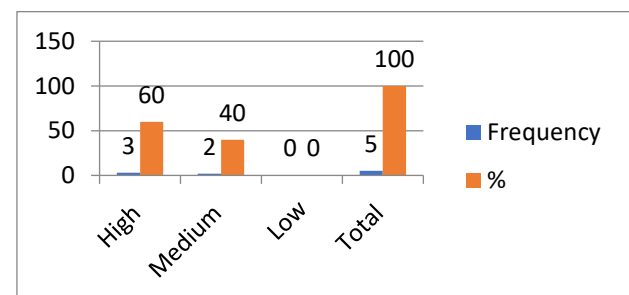


Figure 5 Efficiency level of Training and Drill

f. Effectiveness (Rate the Effectiveness of awareness building and school drill in your school)

Regarding to rate the effectiveness of the awareness building and school drill in the schools most of the of the respondents (67%) marked as "High" effectiveness while rest of the respondents (33%) of the respondents mentioned the effectiveness as "Medium" that indicates the awareness building and school drill in your school put significant effect to create consensus among the school students and communities as whole. Besides, other stakeholders i.e., education authority, district administration and local govt. been notified of the

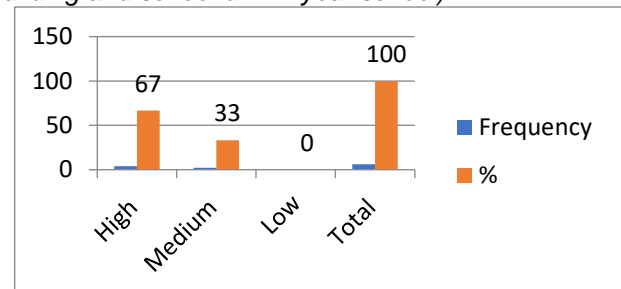


Figure 6 Rate of Effectiveness

program and observed the awareness program held by the UNDP that certainly has been as effective coverage regarding awareness building and making consensus at a broader scale.

g. Enriching Knowledge of the Community (Rate the statement: Training the student will enrich the knowledge of the community on Tsunami as a disaster)

Tsunami is very catastrophic disaster event that is formed in the sea by the incident of an earthquake that makes a huge tidal surge towards the shore line and the tidal water enters the community by high wave that creates a devastating impact. So, training students has a lasting impact for the community as the school students will carry the knowledge to the community and their family, take the right preparation, protection and evacuation measures to save people's lives and assets. Regarding this, most of the respondents (60%) have rated the training to the students will enrich the knowledge of the community as "High" while many other respondents (40%) marked that the training will enrich "medium" level knowledge of community. Besides, education authority also thinks that this sort of training will enrich the knowledge of the student and build awareness to the community people.

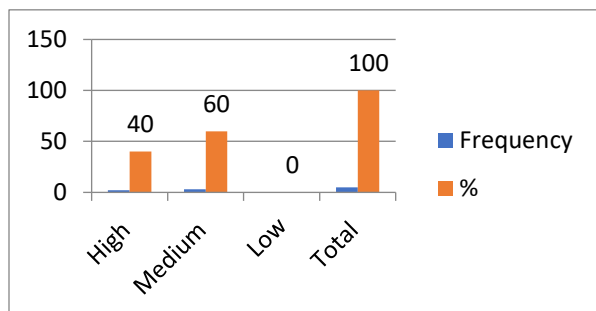


Figure 7 Enriching Knowledge of the Community

h. Sustainability (Will you continue imparting knowledge and drill exercise in your school)

Assessing the continuity of imparting knowledge and drill exercise in the school, all the respondents (100%) showed positivity to continue that sort of events in the school by their own accord, as they think this will enrich knowledge of the students regarding Tsunami preparedness and evacuation method which will also be carried to community through regular drill exercises. Teachers suggested conducting the drill program in the school at least two-three times in the school annually.

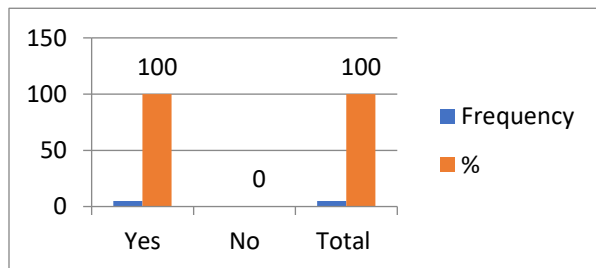


Figure 8 Sustainability of the project

i. Tsunami in Textbook (Do you think that literature on Tsunami should be included in the textbook of the students?)

Regarding including the Tsunami related literature in text book, all the respondents (100%) said "Yes" and respective education authority also uttered positively & said "Yes" to include the Tsunami in text book so that students can learn how Tsunami being formed and what are the preparation for the community to be safe and reduce the loss lives and livelihood if once it is happened in the targeted district.

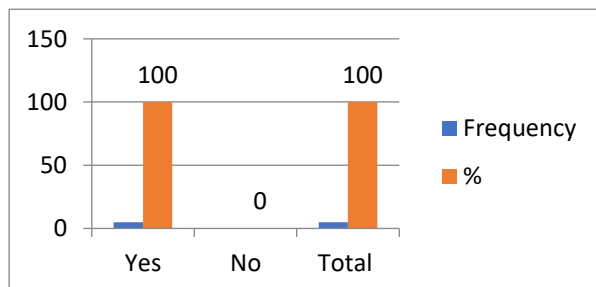


Figure 9 Tsunami Inclusion in Text Book

j. School's Possession of Instruments (Does your school still have in possession the instruments and apparatus to fight Tsunami Provided by DRRF, UNDP?)

Current evaluation found that every school is in possession of some instruments and apparatus provided by UNDP and all the materials are kept in the respective school storages. They will be used during the drill exercise or in case of any disasters in future. All of the respondents (100%) showed the material in their school. They are very delighted to get those materials and confessed that the materials are beneficial for the school students and respective community in case any accident happens and disaster hits.

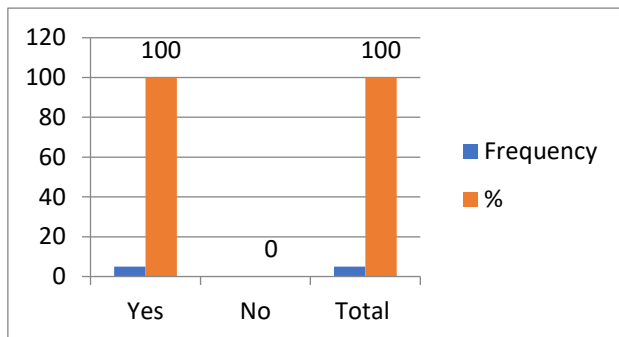


Figure 10 Schools Possession of Instruments

k. Rating Confidants of Conducting Imparting Knowledge and Conducting Drill in the School (Are you confident to start imparting knowledge and conducting drills on Tsunami without further technical support?)

Regarding continuation of imparting knowledge and conducting drill on Tsunami without further technical support



Photo 2 During MTE Field visit Students of Moheshkhali Model Primary School are showing “What should they do during earthquake”: Sub District: Moheshkhali, District: Cox’s Bazar

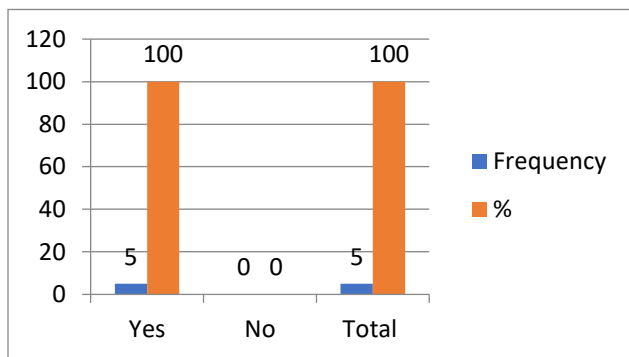


Figure 11 Confidants regarding conducting Drill without further support

from UNDP, all the respondents (100%) showed confidence and said “Yes” they will continue the mentioned drill exercise in the school at least once in a year. Besides, as they already received training from UNDP, have the script on drill and conducted practical drill in the school, they are confident enough to conduct such drill in school with a view to raising awareness among the students as well as the community. Again, the district education officer also mentioned that the drill exercise in the school should be scaled up.

Annex-5: List of key informants interviewed (KIIs)

SI number	Name	Designation
Government Official at Policy Level		
1.	Md. Atiqul huq	DG, Department of Disaster Management (DDM)
2.	Md. Reaz Ahmed	Former DG, Department of Disaster Management
3.	Md. Khalid Mahmud	Former Director, DDM and Joint Secretary (Rtd), Ministry of Disaster Management and Relief
4.	Md. Anisur Rohman	Former Director (Relief & Evaluation), DDM
5.	Brig. Gen. Nayeem Shahidullah (rtd)	Former DG, Bangladesh Fire Service and Civil Defence
International Organization/ DPs		
6.	Kazi Shahidur Rahman	UNRC
7.	Kamal Hossaen	Manager, NRP/ DDM
Government Officials at field level		
8.	Golam Morshed Upazila Nirbahi Officer (UNO)	Upazila Nirbahi Officer (UNO), Islampur, Jamalpur
9.	Md. Suridh Salehin	Upazila Nirbahi Officer (UNO), Betagi, Barguna
10.	A.N.F Abuzar Giffary	Upazila Nirbahi Officer (UNO), Shayamnagar, Satkhira
11.	Md. Mahadi HasanTitu	Upazila Project Implementation Officer (UzPIO), Islampur, Jmalpur
12.	G.M Walid Islam	Upazila Project Implementation Officer(UzPIO), Betagi, Barguna
13.	Md. Shahidul Islam	Upazila Project Implementation Officer(UzPIO), Shayamnagar, Satkhira
14.	Md. Shahidul Azam	Asst. District Primary Education Officer, Cox's Bazar Sadar
15.	Md. Shah Alam	Head Master, Moddho Khurushkul Govt. Primary School, Cox's Bazar
16.	Mostak Ahmed	Asstt. Teacher, Kolatoli Govt. Primary School, Cox's Bazar
17.	Shimul Kanti Dev	Head Teacher, South Kurushkul Govt. Primary School , Cox's Bazar Sadar
18.	Giasuddin Chowdhuri	Head Master, Moheshkhali Model Primary School, Cox's Bazar
19.	Nasima Begum	Head Master, Darianagor Govt. Primary School, Cox's Bazar
Local Government Official		
20.	Tanvir Ahmed Siddiky	Up Chairman, Badar Khali, Barguna Sadar
21.	Nazma Akhtar	Coordinator, Uttaran, Barguna
22.	G.M Masudul ALam	UP Chairman, Gabura, Shayamnagar, Satkhira
23.	Bhobotosh Mondol	UP Chairman, Buri Gualini, Shayamnagar, Satkhira
Partner NGO		
24.	Mohammad Hanzala	AI-Markazul Islami, Bangladesh
25.	Nazma Akhtar	Coordinator, Uttaran, Barguna
26.	Md. Aftab Hossain	Coordinator, GUK, Gaibandha

Annex- 6: List of Focus Group Discussions (FGDs)

SL	Name & Location of FGD	Name of the participants
01	FGD with Female Beneficiary group Address: Village- Burigoalini, Union- Burigoalini; Upazila- Shyamnagor	Nomita, Sovita Paul, Lolita, Asha, Komola, Sudha, Sona Moni, Hasina Sahanara, Anjona, Soneka and Kanchona (11 female)
02	FGD with Mixed Beneficiary group Address: Village- Burigoalini, Union- Burigoalini; Upazila- Shyamnagor	Taposh, Animesh, Gurudas, Monisha, Suranjan, sondhya, Sabitri, Maloti, Anita, champa & Jaideb (Male-4, Female-7)
03	FGD with Mixed Beneficiary group Address: Village- Baboner Koruna, Union- 5No. Bura Mojumder; Upazila- Betagi; District- Barguna	Sefali, Jesmin, Nesar, Shaid Khan, Monir, Kohinur, Sonakhi, Hossen Khan, Jalil Mridha, Rostom, Khalek Sharif Md. Saibal islam, Helena (Male-7, Female-7)
04	FGD with Mixed Beneficiary group Address: Village- Kumrakhali Fultola Asrayan, Union- Badarkhali; Upazila- Barguna Sadar; District- Barguna	Alea,Shahinur, Minara,Nazma, Khadiza,Dalim, Pakhi, Rubi, Shilpi Dalim (10 female)
05	FGD with Mixed Beneficiary group Address: Village- Balashi, Union- ; Upazila- Gaibandha Sadar; District- Gaibandha	Abdul Hamid, Amir, Karina, Rowsonara, Jori, Razia, Rubi, (Male-2, Female-6)
06	FGD with Female Beneficiary group Islampur Upazila, Jamalpur, Jamalpur	Hamida Khatun, Moina Begum, Sanoara Begum, Morsheda Begum,Ebala Khatun, Saleha, Panfuli, Champa,Noorjahan, Tohura and Mazedada Khatun(Total = 11 including 3 not recipient
Tsunami Awareness Program (Cox's Bazar)		
07	Students of Moheskhalı Model Govt. Primary School, Address: Moheskhalı Sadar, Moheskhalı, Cox's Bazar	All the school students of grade 5 (class-5) were presents in the FGD ¹⁸

Annex- 7: Stakeholder participation (in Evaluation)

An evaluation reference group was set up consisting of Mr. AKM Mamunur Rashid, Climate Change Specialist and Assistant Resident Representative a.i RIG Cluster, UNDP Bangladesh (Email: mamunur.rashid@undp.org)

- Ms. Sheela Tasneem Haq, Programme Analyst, UNDP Bangladesh (Email: sheela.haq@undp.org)
- Mr. Arif Abdullah Khan, Programme Specialist, UNDP Bangladesh (Email: arif.abdullah@undp.org)
- Mr. Kazuyoshi Hirohata, M&E Specialist, UNDP Bangladesh (Email: kazuyoshi.hirohata@undp.org)

Annex-8: Donor financing table

SI No	Donor/ DP	Project	Fund (in US\$)
1	SDC and UNDP	Capacity building of Al-Markazul Islami, Bangladesh in managing the burial of COVID-19 & training to burial workers of 10 City Corporations/Municipalities	43,533.00
2	Australian Government (DFAT)	Support to mitigate COVID risk for Cleaning Workers of City Corp/Municipalities	630,172
3	The Government of Japan	Cash for Work (cfw) programme for cyclone Amphan affected households of Khulna, Satkhira, Patuakhali and Barguna.	1,810,286
4	Govt. of Japan	Tsunami awareness programme for school children in Cox's Bazar	150,000
5	SDC and UNDP	Logistic (Vehicle support (Ambulance+Microbus)) support to DG-Health Office for Emergency COVID Response	30000
6	UN OCHA (CERF)	Shelter Support programme in flood affected women households of Kurigram, Gaibandha and Jamalpur	750,000
7	UN OCHA (CERF)	Shelter Support programme in cyclone Amphan affected women households of Khulna, Satkhira, Patuakhali and Barguna	939,946.
8	SIDA	Solid Waste Management – SWM	5,061,120
9	HQ-BPPS	Community Resilience and Recovery-C2RP	382,978
10	HQ-SIDA	Do	275,816
11	Germany (00117)	Do	1,553,537
12	UNHCR		240,468
13	DFID (00032)	Do	300,316
14	SDC	Disaster Risk Management Project-DRM	1,262,232
15	ECHO	Do	687,159
16	IOM	Do	629,688
17	UNHCR	Do	68,442
18	Canada (DFAT)	Community Cohesion Project	4,570,466
19	HQ-SIDA (00555)	Peaceful District Project	300,000
20	UNDP TRAC Fund 1	Establishment cost, capacity development of Govt. Institutions, research study, support for policy formulation /Guidelines innovation	1,150,000
21	UNDP TRAC Fund 2		2,582,500
TOTAL			22,643,502

Annex-9: Data collection Instruments (i.e. Questionnaire and checklists)

Mid- Term Evaluation (MTE) of
Disaster Response and Recovery Facility (DRRF), UNDP
KII Questionnaire / Checklist for Stakeholders

Date/time	Name of Respondent	Designation	Interviewer

Relevancy - Project Benefits and Results	
How would you rate your knowledge about the project? (H/M/L) – DRRF story for last 3 years	
How important do you think this project (DRRF) is? (Very/moderately/less) Elaborate why?	
Do you think that DRRF has been designed in line with national sector development priorities and plans of disaster response, recovery and risk reduction?	
Has your organization consulted during the design of the project?	
What benefits have already been seen from the project activities implemented?	
Rate the project/s undertaken for capacity building of your organization (Very/moderately/less) Elaborate why?	
How has the project helped to develop the capacity of Bangladesh / your organization to continue the project activities after completion of project support?	
How do you rate performance of implementing partner NGOs of DRRF (Excellent/Adequate/Poor)? Please elaborate.	

Effectiveness - Project Achievability	
How successful do you think the project has been at delivering benefits / capacity development?	
Were any unforeseen delays experienced during project start up and implementation? Have you noticed any problem/ barriers in implementation?	
How achievable do you think the project objectives/ results are within the time remaining for the project?	
Could improvements be made to make delivery more effective? Any suggestion?	
To what extent has the involvement of local/ NGO partners contributed to the implementation of the site-specific projects?	
What improvements will you suggest to make cash and kind delivery more timely, effectively, and efficiently?	

Will it be wise to utilize DRRF fund for developing digital database of beneficiaries through proper utilisation of Union Parishad Info (a2i) System?	
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Efficiency - Project Management Arrangements

How do you rate implementing partner NGO of DRRF, communications, efficiency & general administration: (Excellent/Adequate/Poor). Please elaborate	
Do you think that the Project management mechanism – the functions of Advisory Board, selection of projects, etc. – is okay for rapid response?	
Have you got any idea about fund mobilization and selection of projects and project sites? If yes, is that sustainable for DRRF?	
Has communication between DRRF project management and Govt. organisation been clear, effective and on time?	
Does DRRF share the annual Project Implementation Reviews with you and do you have an opportunity to provide feedback?	
How well do you think DRRF has communicated the project to local project partners? Can you suggest any ways to improve this communication?	

Sustainability

What does Bangladesh / your organization expect to happen at the end of the current project to sustain the project results?	
How important is it to continue DRRF activities after end?	
How relevant is DRRF to the continuation of project objectives/ results after end?	
What could Bangladesh do to make to ensure that objectives/ results continue after end?	
How successful do you think the project has been at delivering results so far in disaster preparedness, response and recovery? (Excellent/Good/Poor)	
Do you think that a digital database of beneficiaries possible for delivery of benefits timely, effectively, efficiently? Can Union Info (Digital) Centres be engaged where DRRF can work?	

Grievance Mechanism

Are you aware how project activities have been communicated to the local stakeholders, local govt. and beneficiaries?	
Do you know how complaints, if any, have been addressed?	

General Feedback	
Please list 1 or 2 major strengths of the DRRF project	
Please list any major weaknesses	
What are the lessons learnt to date?	
What message would you like to convey in the MTR?	

**Mid-Term Evaluation (MTE) of
UNDP's Disaster Response and Recovery Facility (DRRF)**

FGD checklist

Basic Information

Total Numbers of FGD participants	:	
Male	:	
Female	:	

Name of the FGD group	:	
Village	:	
Union	:	
Upazila	:	
District	:	
Date of FGD Conduction	:	

Interviewer's Name	:	
Interviewer's Mobile #	:	
Signature	:	

FGD Checklist

- Tell us your name and how long you have been involved in UNDP's Disaster Response and Recovery Facility (DRRF) project as a beneficiary?- How many support received?
- Would you know a person benefitted from DRRF project? What type of support you have received from the DRRF project? Was that useful? – Case study – any change in livelihood.
- What type of support you have received from the DRRF project? In what way your life is different or benefitted because of your receiving some benefits from the project? Was that useful?
- In what way your life is different because of your receiving some benefits from the project?
- Was the support satisfactory?
- What types of disasters in your community likely to experience? How does your community respond to disasters/shocks? – should be 1.
- Could you please tell us the DRRF interventions are consistent with the needs and interest of your family as well as the people of your community (not relevant here, only the family member – adolescent, aged person or handicapped)? Raise land , Pond development, etc. – Habitat development - how much?
- Targeting – what was the process? –UP – how much was involved. Whether the process was correct- inclusion and exclusion error? – Non –beneficiary consulted.
- Could please tell us about the **effectiveness** of the project? Have individuals changed their positive and negative coping mechanisms as a result of DRR and social cohesion programsHow the support change your coping mechanism or livelihood?

- SNP support, Health, and other benefits – can these support comprehensive at the household level
- Could please tell us about the **Efficiency** of the project to which resources/inputs (funds, time, human resources, etc.) have been turned into results?
- Fund transfer – technology leverage- mobile transfer- time required after listing the names of beneficiaries, Bank A/C , bKash A/C for TRANSPATRENCY. Delivery efficiency?
- - Technical advisory- support how much, next project related question- additional support received? [as link/ exsus]- for future not to be waste
- UNO, PIO, Chairman- Local recovery- related support they want?
- Could please tell us about the **Sustainability** of the project that instigates the benefits of the intervention continuing in the long term?
- Whether the project is **Coherence** with local context? How well does the intervention fit? What do you think about this?
- Have you seen any **impact** of this project which will put long term benefit or bring change in the development of your community, if any, please give example?- Cash for Work-
- In what extent the **cross-cutting** issues (i.e. gender, inclusion, PWD) been considered in project implementation? Whether deserving vulnerable group or families excluded?
- In what extent DRRF project meet **coordination** with local level stakeholders (govt. bodies, local govt., pertinent NGOs etc.).
Listing, and delivery?
- Does the project **synchronize** and avoid **duplication** of intervention with other stakeholders (Govt. & Local Govt. & other NGOs)?
- Have you seen any **innovative** things in project implementation? If any please give some example.

Additional questions for Women Specific Focus Group

Do you feel like you have the opportunity to participate as much as men in the community?

Do you feel like women aren't benefitted enough in the DRRF project? For example, do women and men have the same participation in the project? What about other parts of the community?

Tsunami Awareness Training related questionnaire

FGD Questions for Secondary School Students (please note that the schools were remain closed for 18 months due to outbreak of COVID 19 and reopened in September 12, 2021):

Relevancy				
Can you (the students) remember the training and drill activities on Tsunami you received before closing of your school for COVID 19?	(Y/N)			
Do you think that school level training on Tsunami can enrich community knowledge and involvement?	(Y/N)			
Do you think that discussion Tsunami should be included on disaster chapter in your Text Book?	(Y/N)			
Do you think that Cox's Bazar is vulnerable to disaster like Tsunami?	(Y/N)			
Effectiveness of training				
Rate your knowledge on Tsunami	(H/M/L)			
When Tsunami occurs what will be the hight of Water?	10 ft	20 ft	30 ft	40 ft
Will you be able to prepare contingency plan for Tsunami	(Y/N)			
	(Y/N)			
Do you think that there is a relationship of earthquake with Tsunami in the sea?	(Y/N)			
Sustainability				

Do you think that now after opening of schools school drill and exercise on Tsunami preparedness should be started? Is this drill important	(Y/N)
Have you participated in preparing Contingency Plan for Tsunami?	(Y/N)

KII Questions / Checklist for School Teachers

Relevancy	
Was the awareness, training and drill programs on disaster like Tsunami relevant for school students? (Y/N)	(Y/N)
Is there any probability of Tsunami in Cox's Bazar? (Y/N)	(Y/N)
Rate the possibility of Tsunami in Cox's bazar and other coastal districts (H/M/L)	
Do you think imparting knowledge on Tsunami is extra botheration for teachers since this hazard is not included in Text Book? (Y/N)	(Y/N)
Efficiency	
Rate the efficiency level of training and evacuation drill Tsunami conducted in the schools (H/M/L)	(H/M/L)
Effectiveness	
Rate the effectiveness of awareness building and school drill in your school	(H/M/L)
Rate on the statement: Training the students will enrich the knowledge of the community on Tsunami as a disaster	(H/M/L)
Sustainability	
Will you continue imparting knowledge and drill exercise in your school?	(Y/N)
Do you think that literature on Tsunami should be included in Text Book of the students?	(Y/N)
Does your school still have in possession the instruments and apparatus to fight Tsunami provided by DRRF, UNDP?	(Y/N)
Are you confident to start imparting knowledge and conducting drill on Tsunami without further technical support? (Y/N) and without financial support?	(Y/N)

Annex-10: Evaluation questions and Matrix

Strategic Questions

RELEVANCE -SQ Is the DRRF fit for purpose? (Forward-oriented MTR.)

- Is the DRF needs and priority-based and linked to international and national priorities?
- Is the theory of change robust? With regards to the DRF design assumptions, question arise such as:

Question the institutional aspects towards change in the TOC- if this then this?

- Does the DRRF form actually follow the intended DRF function per ProDoc? The highly anticipated “nexus policy framework and programming goals?” Many assumptions around the functioning as per the policy framework and nexus capacity building work at the cusp of humanitarian response and development to build back better. Has the capability of existing institutions been assessed for emergency response and recovery (building back better) and does the DRF set up enable complementarity and learning partnerships for national capacity building?

2. Modality –Question the Modality - Resourcing, Management, Monitoring, Learning and adaptive management/

- **DIM vs Nim Modality** for national emergency and for resilience building including government and others PS, civil society and no capacities - learning - DIM modality. Is it DRRF fit for capacity building for resilience or does it make sence only as a financing window for recovery? What is the rational and di the assumption hold true on the experiment of bring these two together under one modality at UNDP? Many assumption of complementarity of work with the ongoing NIM resilience project. How does that happen in reality? Many assumptions around capacity building for resilience.

- **DRF Resourcing for Emergency and for Preparedness resilience work goals**

- Financing Emergency and Recovery Better Modality - Expectations -What has been the assumptions for capacity building and exit strategy of the merged financing window?

Management/Monitoring / Learning -DRRF is not using a project framework for monitoring so what is the monitoring and planning framework as well as oversight of the results including the donors and other emergency funds?

- This project does not have a multiyear work plans so how is the planning and monitoring actually happening and who makes decision on the emergency and the resilience capacity building initiatives. How does learning feedback for future planning?
- Staffing and funding for management? Is the funding it sufficient and how are staff managed?

3. Design – Equity and Change in DRM -Gender and Safeguards - Humanitarian principles- Targeting

- Has there been adequate gender mainstreaming in design stage and has it made a difference concerning women’s rights and empowerment and capacities? What about the assumption of no multiyear work plans or strategies?
- How are quickly designed project targeted and monitored to the most marginalized and vulnerable? Does the modality allow for policy level results in this regard?

EFFECTIVENESS- SQ Has the DRF performed as planned by the project document and partnership framework agreement?

1. Performance of the DRRF per Expected results

a. Delivery%

b. Capacity building results in roars /consults?

c. Emergency response and early recovery - how does the work on the emergency link to recovery and the preparedness - resilience, and building back better goals.

4. Other factors influencing effectiveness

EFFICIENCY -Is the DRF realizing the anticipated longer-term structural changes in terms of the ‘building back better goal’ and graduating UNDP from hosting a separate to government -humanitarian-DRR preparedness response facility.

- Why host a separate Emergency response function with focus on resource mobilization and donor coordination functions in house as opposed to supporting the government own national response, resourcing and donor coordination mechanism? Is the facility creating a parallel structure or is it actually adding value, is it complementary and in what ways or not and whether there a medium and longer-term exit strategy for building government capacity to do this work?

Question resource mobilization and partnerships - donor coordination

Question exit strategy?

- **SUSTAINABILITY -To what extent have development partners committed to providing continuing support?**Should DRRF’s sustainability be prone to donor-driven resource mobilization strategy, or should it be Government -driven?
- To what extent are the existing policies and regulatory frameworks supporting in the sustainability of DRRF? Do any other potential opportunities and challenges exist in the sustainability of DRRF?
- What changes are needed in the business process of DRRF to ensure a sustainable flow of resource to meet the future compounded challenges in Bangladesh.

TOR questions

Relevance/Coherence: The extent to which the DRRF objectives and results/outcomes are consistent with the needs and interest of the people and the needs of the country. The following issues will be considered to justify the relevance/coherence of the project:

- Coherence: How well does the intervention fit? -To what extent do other interventions (including policies) support or undermine the intervention, and vice versa? It includes internal coherence and external coherence.
- To what extent was the DRRF design relevant to supporting capacity development on preparedness for disaster response & recovery in Bangladesh, supporting recovery after natural and man-made disasters and emergencies, and augmenting International capacity for disaster management?
- To what extent was the design and strategy of the DRRF relevant to the government’s priorities/plans and UN priorities in Bangladesh?
- To what extent was the design and strategy of the DRRF aligned with CPD (2017-2021) and UNDAF (2017-2021)?
- To what extent was the theory of change applied in the DRRF relevant to serve the needs of the country?
- To what extent did the DRRF align itself with the International Development Strategies?

Effectiveness: Extent to which the outcomes of the development intervention have been achieved.

- To what extent has the project achieved the objectives and targets of the results framework in the Project Document - A critical analysis of the project’s indicators and targets in Result Framework (attached in section 6);
- To what extent are the project’s achievements aligned with previously implemented Early Recovery Facility (ERF) project in disaster response, resilient recovery and enhancing national capacity;
- What factors contributed to the achievement or non-achievement of the DRRF results/outcomes and outputs?
- To what extent and in what ways has ownership - or the lack of it - by the partner organizations impacted on the effectiveness of the DRRF?

Efficiency: Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results.

- To what extent were the DRRF outputs delivered in time to ensure high quality?
- To what extent has DRRF ensured value for money?
- To what extent were resource mobilization efforts successful? Was funding sufficient for the achievement of results? (funding analysis)

- To what extent and in what ways has ownership - or the lack of it - by the partner organizations impacted on the efficiency of the DRRF?
- To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results?
- How well did project management work for achievement of results?
- Is there a suitable M&E system adopted to monitor and support the implementation of the targeted results?
- How efficient the existing management and accountability of the mobilized fund through the 'Funding Window' linked with "Core DRRF" and "Other Implementing Project"

Sustainability: Probability of the benefits of the intervention continuing in the long term

- To what extent will the DRRF achievements be sustained? What are the indicators of sustainability for these achievements, e.g., through requisite capacities (systems, structures, staff, resources etc.)? What are the challenges and opportunities?
- To what extent are policy and regulatory frameworks in place that will support the continuation of DRRF?
- To what extent are the institutional mechanisms in place to sustain impacts of DRRF's interventions?
- To what extent have development partners committed to providing continuing support?
- Should DRRF's sustainability be prone to donor-driven resource mobilization strategy, or should it be Government -driven?
- To what extent are the existing policies and regulatory frameworks supporting in the sustainability of DRRF? Do any other potential opportunities and challenges exist in the sustainability of DRRF?
- What changes are needed in the business process of DRRF to ensure a sustainable flow of resource to meet the future compounded challenges in Bangladesh.

Evaluation of Cross-Cutting Issues:

Leave no one behind and gender aspects will be considered well in evaluation questions as well the evaluation process. Gender analysis, including gender-disaggregated data, need to be incorporated in the evaluation. Leave no one behind:

- To what extent have the response and recovery initiative(s) of DRRF been inclusive in supporting the most vulnerable and marginalized group in the implementing area.

Gender Equality:

- To what extent has DRRF and other International stakeholders' capacity been strengthened in better promoting and protecting gender equality.
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?

Evaluation Matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
<p>RELEVANCE/COHERANCE IS THE DRRF FIT FOR PURPOSE? HOW DOES THE RELATE TO THE GOVERNMENT NATIONAL NEEDS AND PRIORITIES, AND TO THE UNDP AND UNDAF ENVIRONMENT AND DEVELOPMENT PRIORITIES AT THE LOCAL, REGIONAL AND NATIONAL LEVELS? IS IT DESIGNED SMARTLY WITH AN ADEQUATE MODALITY?</p>			
<p>Is the DRRF portfolio needs and priority based?</p> <ul style="list-style-type: none"> • Is the DRRF coherent and fit for purpose? • Does the DRRF integrated with the UNDP and Government actual needs and priorities? • What changed in the last two year affect the relevance? I.e. global pandemic? • Has DRRF been designed to deliver benefits in line with relevant national, regional and international objectives? • How did DRRF address the national priorities i.e. relevance as expressed by the national strategic development, regional program, the UNDAF. • What changes might be necessary in line with Midterm Course correction i.e. any political changes and Covid Pandemic? Pandemic -Epidemic - what have been the consequences of COVID on development and building back better recovery i.e. tourism, trade, etc.? Trade? Opportunity in disruption by both? • What is the UNDP's innovation and accelerator lab thinking on this question? 	<ul style="list-style-type: none"> • The DRRF includes the relevant nationally stated and UNDP UN outcomes, outputs and indicators • The DRRF makes explicit links with UN and globally committed to goals. • The DRRF design includes explicit links (indicators, outputs, outcomes) to the national development policy/national policies. • Explicit links are made within the DRRF to regional development policies i.e. UNDP regional strategies, action plans and associated initiatives. <p>Consider the following key areas:</p> <ul style="list-style-type: none"> • BANGLADESH Strategy of UNDP crystalized • Partnerships - recent establishment of the donor partnerships forum. • Reform agenda - recently did a dialogue project -governance and assess where we need to focus evaluation activities for deeper dive. 	<ul style="list-style-type: none"> • DRRF Document • ROARs • National development strategies (NPDM), 7 FYP, 8 FYP, energy policies, Nationally Determined Contributions, etc. • UNDP Regional Strategy 	<ul style="list-style-type: none"> • Desk Review of Projects and Documents • Consultation with National and Regional Stakeholders and donor Partners. • ROARs • UNDP Retreat work

<p>Is the portfolio smart and logical?</p> <ul style="list-style-type: none"> • Is the DRRF's results framework relevant to the development challenges and are the results at the appropriate level? The DRRF results framework adequately measures impact • Has the DRRF set a strong baseline? How? • Are the indicators smart and the targets just right and /or overambitious? 	<ul style="list-style-type: none"> • Indicator baselines are clearly defined and populated and milestones and targets are there. • Evidence base present. • The results framework is comprehensive and demonstrates systematic links to the theory of change • The DRRF indicators are SMART 	<ul style="list-style-type: none"> • DRRF Document • ROARs 	<ul style="list-style-type: none"> • ROARs • Desk Review of Documents • Consultation with program team and beneficiaries involved in baseline research process.
<ul style="list-style-type: none"> • How has the UN reform influenced the relevance i.e. delinking of UNRC? Did the UNDS reform - delink affect UNDPs position and resourcing. 	<ul style="list-style-type: none"> • The DRRF's results framework includes relevant thematic outcomes and indicators from the UNDP Strategic Plan, the UNDAF, UNDP DRRF and other relevant corporate objectives 	<ul style="list-style-type: none"> • DRRF Document • UNDP DRRF, UNDAF, SP 	<ul style="list-style-type: none"> • Desk Review of Documents • Stakeholder consultations
<p>Is the Theory of Change and the related strategies as detailed in the DRRF document still relevant?</p> <ul style="list-style-type: none"> • Is the DRRF's Theory of Change relevant to addressing the development challenge(s) identified? 	<ul style="list-style-type: none"> • The Theory of Change clearly indicates how DRRF interventions and expected results will contribute to the reduction of the barriers to sustainable development and good governance (Policy, institutional/technical capacity and financial) 	<ul style="list-style-type: none"> • DRRF Document • ROARs 	<ul style="list-style-type: none"> • Desk Review of Documents • Stakeholder consultations
<p>Has the DRRF been Targeted?</p> <ul style="list-style-type: none"> • Is the portfolio of resultant emergency and development projects targeted? How was the DRRF actually targeted? What research was used to support design? • How does the DRRF design address gender and marginalized groups? Are there strong indicators and a plan for these and other marginalized group's results? • Does the DRRF directly and adequately address the needs of beneficiaries at local and regional levels? 	<ul style="list-style-type: none"> • The Theory of Change clearly identifies beneficiary groups and defines how their capabilities will be enhanced by the DRRF. 	<ul style="list-style-type: none"> • DRRF Document • ROARs 	<ul style="list-style-type: none"> • Desk Review of Documents • Stakeholder consultations

<p>Has the DRRF conducted a strong stakeholder identification in design stage?</p> <ul style="list-style-type: none"> • Have the relevant stakeholders been adequately identified and have their views, needs and rights been considered during design and implementation? 	<ul style="list-style-type: none"> • The stakeholder mapping and associated engagement plan includes all relevant stakeholders and appropriate modalities for engagement. • Planning and implementation have been participatory and inclusive 	<ul style="list-style-type: none"> • Stakeholder mapping/engagement plan and reporting • Quarterly Reports • Annual Reports • Stakeholder Consultation Reports 	<ul style="list-style-type: none"> • Desk Review of Documents including stakeholder mapping exercise. • Stakeholder Interviews
<p>How have lesson learned been accounted for during design and formulation -Lesson Learned?</p> <ul style="list-style-type: none"> • Have relevant lessons learned from previous ERF informed the design, implementation, risk management and monitoring of the DRRF? • Were lessons learned captured and integrated into DRRF planning and decision-making? • Lessons learned have been captured periodically and/or at DRRF? • Have the interventions of the DRRF been adequately considered in the context of other development activities being undertaken in the same or related thematic area? 	<ul style="list-style-type: none"> • Lessons learned are explicitly identified and integrated into all aspects of the DRRF Document 	<ul style="list-style-type: none"> • DRRF Document 	<ul style="list-style-type: none"> • Desk Review of Documents • Stakeholder consultations • Annual review Committee Meeting Minutes • Quarterly Reports • Annual Reports • Interviews with DRRF staff, stakeholders and beneficiaries
<p>Did the DRRF conduct a safeguards and risk assessment?</p> <ul style="list-style-type: none"> • Did the DRRF design adequately identify, assess and design appropriate mitigation actions for the potential social and environmental risks posed by its interventions? 	<ul style="list-style-type: none"> • The SES checklist was completed appropriately and all reasonable risks were identified with appropriate impact and probability ratings and risk mitigation measures specified 	<ul style="list-style-type: none"> • DRRF Document • SES Annex 	<ul style="list-style-type: none"> • Desk Review of Documents • Interviews with DRRF staff, stakeholders and beneficiaries
<p>Is the DRRF modality designed well to suit context?</p> <ul style="list-style-type: none"> • Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc.)? • Procurement is done on a competitive basis, where relevant and is looking for optimal results and best 	<ul style="list-style-type: none"> • Results from modality design and effectiveness. • Cross cutting program areas are getting results. Efficiencies in cross program synergies and learning - consider knowledge management, communication or monitoring capacities etc.? 	<ul style="list-style-type: none"> • DRRF Document • UNDP Strategic Plan • Business Processes Maps 	<ul style="list-style-type: none"> • Desk Review of Documents • Interviews with DRRF staff, stakeholders and beneficiaries

<p>effect of the technology transfers. This is also related to modality for technology exchange?</p> <ul style="list-style-type: none"> • How well is the UNDP DRRF delivering cross-cutting areas - innovation capacity development, monitoring, and learning? • Innovation and Learning - How well has the chosen modality been supporting results across the DRRFs and activities. • Were alternative approaches considered in designing the DRRFs? • What is the UNDP DRRF implementation modality? <p>Implementation modality including cross cutting areas -Relevance</p> <ul style="list-style-type: none"> • To what extent has the DRRF and UNDP's selected method of delivery been appropriate to the development context? • Is the current DRRF delivery modality been best for current development needs and expected results i.e. reactive or proactive? • How (what mechanisms) to ensure synergies are REALIZED between the PROGRAM pillars for outcome-level results? • What is the organizational and HR set up to support the cross program areas and learning for results i.e. synergies between the pillars, indicators and expected results? Are there any gaps in cross cutting areas and programs in i.e. also see cross cutting program area below and consider knowledge management, communication or monitoring capacities etc.? • What might change in line with needs for course correction- sector reform agenda and Covid 19 adaptations/opportunities? • Are the human resource and DRRF management styles suitable? • How does the chosen DRRF modality suit the need for cross cutting program level results and need for synergies and how are cross cutting areas -KM , Results Based Monitoring, Capacity Development 			
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being realized to support results between the pillars for outcome-level results?			
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EFFECTIVENESS: TO WHAT EXTENT HAVE THE EXPECTED OUTCOMES AND OBJECTIVES OF THE DRRF BEEN ACHIEVED AT MTR BASED ON INDICATOR AND TARGETS SET?

<p>How has the DRRF Performance been to date?</p> <ul style="list-style-type: none"> • What does the assessment of the DRRF Indicators and Resourcing Framework show? What thematic areas has the DRRF performed the best and worst and why? • Has the DRRF achieved its output and outcome level objectives? • Has UNDP's natural and other disaster governance strategy and execution been efficient and cost effective? • What evidence is there that UNDP support has contributed towards an improvement in national government capacity and poverty reduction? • Is UNDP-DRRF perceived by stakeholders as a strong advocate for improving disaster government effectiveness and integrity in economic management in BANGLADESH? What contributing factors and impediments enhance or impede UNDP performance in this area? • Has UNDP DRRF been effective in helping improve socio-economic development and inclusive growth at the local level in BANGLADESH? Do these local results aggregate into nationally significant results? • Has UNDP DRRF utilized innovative techniques and best practices in its economic management and inclusive growth program? • Which DRRFs have contributed towards socio-economic and inclusive growth? I.e. there is a pillar so how well has this pillar performed as the officers • What are the DRRF key Environmental resilience type of results? 	<ul style="list-style-type: none"> • The DRRF has met or exceeded the output and outcome indicator end-of-DRRF targets • Results as told by stakeholders at selected project sites 	<ul style="list-style-type: none"> • Quarterly Reports • ROARs Annual Reports • Monitoring Reports • Beneficiary testimony • Site visit/field reports • Pilot Data Analysis/Reports 	<ul style="list-style-type: none"> • Desk Review of Documents per indicator frameworks from DRRF • Interviews with DRRF staff, stakeholders and beneficiaries • Site visits
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<ul style="list-style-type: none"> How does the Covid present an opportunity to strengthen the tecta level expected results? 			
<p>Has the DRRF modality been effective during implementation? Modality Review (Program and Project levels) DIM VS NM- BOTH? How does DRRF generally conduct capacity building - training, learning by doing, shadowing, and apprenticeship? Project led or strategic? How?</p> <p>Have the capacities of the executing institution(s) and counterparts been properly considered when the DRRF was designed? (also design question) To what extent DRRF's work has contributed to the capacities of the executing institutions.</p> <ul style="list-style-type: none"> Procurement is done on a competitive basis, where relevant and is looking for optimal results and best effect of the technology transfers. This is also related to modality for technology exchange? <p>Capacity Development</p> <ul style="list-style-type: none"> Has the program team embarked on pillar wide capacity assessments - DRRF or project level before designing project and has that been monitored during implementation? What is the overall DRRF delivery and learning CB approach? Has there been a capacity assessment i.e. NDC etc.? Has the DRRF adequately used relevant national systems (procurement, recruitment, payments) for DRRF implementation where possible? Use of national systems was in keeping with relevant national requirements and internal control frameworks <p>Approach for Policy Advocacy</p> <ul style="list-style-type: none"> Has DRRF modality enabled UNDP to be influential in national debates addressing poverty and inequality for vulnerable groups? Is there emerging areas or research agenda to set the priorities - what 	<ul style="list-style-type: none"> An ex-ante analysis was undertaken of the internal control framework and internal capacities of the IP An ex-ante capacity analysis was undertaken of key partners with explicit responsibilities for implementation of DRRF funds The cash transfer modality and implementation modality appropriately reflected the findings of any ex-ante analyses Management of financial resources has been in line with accounting best practice Management of DRRF assets has been in line with accounting best practice Procurement/Recruitment reports 	<ul style="list-style-type: none"> HACT Assessment(s) Capacity Assessments 	<ul style="list-style-type: none"> Desk Review of Documents FACE forms CDRs Desk Review of Documents Interviews with DRRF staff and government stakeholders

<p>about development forum to share such research on emerging issues?</p> <p>Communication and Knowledge Management for Policy and Change</p> <ul style="list-style-type: none"> • How the DRRF modality enable strategic communications, results, does based monitoring and knowledge management to support across portfolio level results? What might change for better results? 			
<p>Policy and Change- i.e. Capacity Strengthening level results</p> <ul style="list-style-type: none"> • Has the DRRF contributed directly to any structural changes and or changes in legislation or policy in line with the DRRF's objectives? 	<ul style="list-style-type: none"> • Draft legislation has been developed or enacted to catalyze the reduction of barriers to the stated priorities. Institutional Capacities and HR succession planning for key sectors 	<ul style="list-style-type: none"> • Draft legislation • Policy Documents • Action/Implementation Plans 	<ul style="list-style-type: none"> • Desk Review of Documents • KII and stakeholder consultations with the ministry should be added here.
<p>• EFFICIENCY: WAS THE DRRF IMPLEMENTED EFFICIENTLY, IN-LINE WITH INTERNATIONAL AND NATIONAL NORMS AND STANDARDS?</p>			
<p>Value for Money</p> <ul style="list-style-type: none"> • To what extent were the DRRF results delivered on results with the greatest value for money? • Does finding the cheapest procurement make senses for accessing the best technologies for leapfrogging and innovations especially from private sector in other parts of the world make senses? How does the office balance this? • Does the Government of BANGLADESH have a procurements streamlining operating procedures SOP for donor and pilot projects and how has the DRRF supported this? 	<ul style="list-style-type: none"> • Value for money analyses, requests for information, market surveys and other market intelligence were undertaken for key procurements. • Procurement is done on a competitive basis, where relevant and is looking for optimal results and best effect of the technology transfers. This is also related to modality for technology exchange? 	<ul style="list-style-type: none"> • VFM, RFI, Market Surveys • Procurement Evaluation Documents 	<ul style="list-style-type: none"> • Desk Review of Documents • Interviews with DRRF staff and government stakeholders • DRRF Procurement plan
<ul style="list-style-type: none"> • Was the level of implementation support provided by UNDP adequate and in keeping with the implementation modality and any related agreements (i.e. LOA)? 	<ul style="list-style-type: none"> • Technical support to the Executing Agency and DRRF team were timely and of acceptable quality. 	<ul style="list-style-type: none"> • LOA (s)/Cooperation Agreement(s) • UNDP DRRF support documents (emails, 	<ul style="list-style-type: none"> • Desk Review of Documents • Interviews with DRRF staff, UNDP personnel

	<ul style="list-style-type: none"> Management inputs and processes, including budgeting and procurement, were adequate 	<p>procurement/recruitment documents)</p> <ul style="list-style-type: none"> Quarterly Reports Annual Reports 	
<p>Finances and monitoring donor and UNDP finances</p> <ul style="list-style-type: none"> Was funding window 50, MILLION adequately assessed / estimated? During DRRF design (sources, type, value, relevance), tracked during implementation and what were the reasons for any differences between expected and realized co-financing? To what extent were resource mobilization efforts successful? Was funding sufficient for the achievement of results? What is the overall DRRF delivery rate? (We need this financial information in a report useable format) Where are the factors/ gaps and key bottlenecks affecting DRRF delivery? Procurement, HR, etc.? What is needed to augment the portfolio effectiveness i.e. delivery? Were financial audit/spot check findings adequately addressed Has there been an economical use of financial resources? How is the DRRF financed? Vertical funds, GCF, Core, Bilateral partnerships? Can this be reviewed and augmented again the need and priorities? How? 	<ul style="list-style-type: none"> Appropriate management responses and associated actions were taken in response to audit/spot check findings. Successive audits demonstrated improvements in financial management practices Co-financing was realized in keeping with original estimates Co-financing was tracked continuously throughout the DRRF lifecycle and deviations identified and alternative sources identified Co-financiers were actively engaged throughout DRRF implementation 	<ul style="list-style-type: none"> DRRF Audit Reports Annual Work Plans Review Committee Meeting Reports Quarterly Reports Annual Reports Desk Review of Documents Interviews with DRRF staff, stakeholders and beneficiaries 	<ul style="list-style-type: none"> Desk Review of Documents Annual Work Plans Review Committee Meeting Reports Quarterly Reports Annual Reports Interviews with DRRF staff, stakeholders and beneficiaries
<p>SUSTAINABILITY: WHAT IS THE LIKELIHOOD THAT DRRF INTERVENTIONS ARE SUSTAINABLE? TO WHAT EXTENT ARE THERE FINANCIAL, INSTITUTIONAL, SOCIAL-ECONOMIC, AND/OR ENVIRONMENTAL RISKS TO SUSTAINING LONG-TERM DRRF RESULTS?</p>			
<ul style="list-style-type: none"> Are there financial risks that may jeopardize the sustainability of DRRF outcomes? 	<ul style="list-style-type: none"> The exit strategy includes explicit interventions to ensure financial sustainability of relevant activities 	<ul style="list-style-type: none"> DRRF Exit Strategy Risk Log 	<ul style="list-style-type: none"> Desk Review of Documents KII with relevant stakeholders (i.e., UNDP staff, donors, Gov. officials)

<ul style="list-style-type: none"> Do the legal frameworks, policies, and governance structures and processes within which the DRRF operates pose risks that may jeopardize sustainability of DRRF benefits? 	<ul style="list-style-type: none"> The exit strategy identifies relevant socio-political risks and includes explicit interventions to mitigate same 	<ul style="list-style-type: none"> DRRF Exit Strategy Risk Log 	<ul style="list-style-type: none"> Desk Review of Documents KII with relevant stakeholders (i.e., UNDP staff, donors. Gov. officials)
<ul style="list-style-type: none"> Have key stakeholders identified their interest in DRRF benefits beyond DRRF-end and accepted responsibility for ensuring that DRRF benefits continue to flow? 	<ul style="list-style-type: none"> Key stakeholders are assigned specific, agreed roles and responsibilities outlined in the exit strategy MOU(s) exist in projects for on-going monitoring, maintenance and oversight of phased down or phased over activities. 	<ul style="list-style-type: none"> DRRF Exit Strategy Risk Log MOU(s) 	<ul style="list-style-type: none"> Desk Review of Documents Project KII with relevant stakeholders (i.e., UNDP staff, donors. Gov. officials) reports
<ul style="list-style-type: none"> Are there ongoing activities that may pose an environmental threat to the sustainability of DRRF outcomes? 	<ul style="list-style-type: none"> The exit strategy identifies relevant environmental risks and includes explicit interventions to mitigate same 	<ul style="list-style-type: none"> DRRF Exit Strategy Risk Log 	<ul style="list-style-type: none"> Desk Review of Documents Project reports ROARS Atlas
<ul style="list-style-type: none"> What is the likelihood that UNDP interventions are sustainable? What mechanisms have been set in place by UNDP to support the government of the BANGLADESH and partners (CSO and private sector) to sustain improvements made through these interventions? How should the Country DRRF be enhanced to support central authorities, local communities, and civil society in improving service delivery over the long term? What changes should be made in the current set of partnerships to promote long term sustainability 	<ul style="list-style-type: none"> Consideration of the DRRF approach to development and capacity development as a central part of that exercise. 	<ul style="list-style-type: none"> Stakeholder consultation and project reports 	<ul style="list-style-type: none"> Stakeholder consultation and reports
<p>Monitoring / Adaptive Management</p> <ul style="list-style-type: none"> What is the mechanism for monitoring and jointly vetting the DRRF activities with development 	<ul style="list-style-type: none"> The M&E plan has an adequate budget and was adequately funded 	<ul style="list-style-type: none"> DRRF Document M&E Plan AWPs 	<ul style="list-style-type: none"> Desk Review of Documents

<p>partners including with the key implementing partners?</p> <ul style="list-style-type: none"> • Were the relevant counterparts from government and civil society involved in DRRF monitoring and implementation, including as part of the DRRF annual performance review committee? • Has Adaptive management been applied? How? Examples? • Did the DRRF teams adjust dynamically to reflect changing national priorities/external evaluations during implementation to ensure it remained relevant? Why or why not? • Has the DRRF M&E plan been well-formulated, and has it served as an effective tool to support DRRF implementation (for results?). • How does DRRF realize learning from practices? Is there a strong ME feedback function- describe it? A good feedback loop? • Are the monitoring and evaluation systems that UNDP has in place i.e. atlas audits etc. helping to ensure that thematic programs are managed efficiently and effectively? • How do the UNDP counterparts at government and the UNDP teams jointly manage and monitor the DRRF? 	<ul style="list-style-type: none"> • The logical framework was used during implementation as a management and M&E tool • There was compliance with the financial and narrative reporting requirements (timeliness and quality) • Monitoring and reporting has been at both the activity and results levels • Changes to AWP/Budget were made based on reviews and I evaluation • Any changes to the DRRF's planned activities were approved by the performance review Committee • Any substantive changes (outcome-level changes) approved by the performance review committee and donors, as required • The review meeting participation included representatives from key institutions in Government • Adaptive management • The DRRF demonstrated adaptive management and changes were integrated into DRRF planning and implementation through adjustments to annual work plans, budgets and activities • 	<ul style="list-style-type: none"> • FACE forms • Quarterly Narrative Reports • Site visit reports 	<ul style="list-style-type: none"> • All IP Stakeholder consultations including PS and NGOS, CSOs • Interviews with DRRF staff and government stakeholders • Annual Work Plans • Performance Committee Meeting Reports • Quarterly Reports • Annual Reports • Stakeholder/beneficiary testimony • Revised DRRF Results Framework • Interviews with DRRF staff, stakeholders and beneficiaries • Review Committee Meeting Minutes •
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<ul style="list-style-type: none"> How well were risks (including those identified in the Social and Environmental Screening (SES) Checklist), assumptions and impact drivers being managed? 	<ul style="list-style-type: none"> A clearly defined risk identification, categorization and mitigation strategy (updated risk log in ATLAS) 	<ul style="list-style-type: none"> Risk Log M&E Reports 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with DRRF staff, stakeholders and beneficiaries
<ul style="list-style-type: none"> How were risks related to COVID19 managed? 	<ul style="list-style-type: none"> COVID-related risks were defined against DRRF activities with mitigating actions proposed 	<ul style="list-style-type: none"> PME COVID-updated 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with DRRF staff, stakeholders and beneficiaries
PARTNERSHIPS AND UNDP POSITIONING: HAS THE DRRF PARTNERSHIP STRATEGY BEEN APPROPRIATE AND EFFECTIVE? Implementing, Donor and Other s			
<p>Partnerships</p> <ul style="list-style-type: none"> Is there a partnership and a stakeholder engagement strategy? Who are UNDP main partners in development and at what level i.e. resourcing, implementing, for results and sustainability i.e., private sector, CSOs? Has the partnership strategy been appropriate and effective in this context? How have partnerships affected the progress towards achieving the outputs? What might change at MTR? Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver development strategies? To what extent did UNDP engage or coordinate with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results? SYNERGIES Are there current or potential complementarities or overlaps with existing national partners' programs? Has UNDP worked effectively with other international delivery partners to deliver on good initiatives? How effective has UNDP been in partnering with civil society (where applicable) and the private sector? 	<ul style="list-style-type: none"> A Partnership framework has been developed that incorporates parallel initiatives, key partners and identifies complementarities DRRF Document 	UNDP Partnership and Communication Strategy <ul style="list-style-type: none"> UNDP has identified realistic program areas that suit it comparative advantages. Resources mobilized Stakeholder consultations and results reports. Interviews with DRRF staff, stakeholders and beneficiaries 	<ul style="list-style-type: none"> Quarterly Reports Annual Reports Stakeholder mapping/engagement plan and reporting Desk Review of Documents Stakeholder Interviews

<ul style="list-style-type: none"> • How effective has UNDP been in partnering with civil society and the private sector to promote good economic management in BANGLADESH? <p>Partnerships - Implementing</p> <ul style="list-style-type: none"> • Who are the Implementing Partners and what is their role? <ul style="list-style-type: none"> ○ UN agencies and other donors -UNDAF UNDS ○ CSOs, NGOs, Private Sector, others • Results- How well has the UNDP worked with other UN and development agencies? What mechanisms and strategies are in place to promote such synergies? • Who are the CSO and private sector partners and how are they engaged across the portfolio? • What is the UNDP's position on engaging the private sector and how well has it done to engage these stakeholders? <p>UNDP COMPARATIVE ADVANTAGES AND POSITIONING or RESOURCING</p> <ul style="list-style-type: none"> • Has UNDP BANGLADESH been positioning to its Comparative Advantages - i.e. support South-South cooperation and technology transfer from similar geographical and development structured countries, institutional capacity development in key areas, Covid BUILD BACK BETTER OFFER, Private sector engagement for inclusive growth, Governance agenda, and new resourcing opportunities i.e. EO? In line with its trusted relationship and focus on institutional cavity building. • What are the comparative advantages that UNDP brings to the government's needs and priorities? i.e., technical assistance and south - south platform, resources and support for institutional capacity building, donor coordination? • Did UNDP rise to its comparative position and TRUSTED relationship with government to get results? I.e. donor and resources coordination, 			
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<p>capacity development, democratic governance support.</p> <ul style="list-style-type: none"> • Did the UNDP DRRF support donor coordination for capacity building and succession planning and for filling key capacity gaps? • Does the UNDP work with the donors and the implementing partners in a strategic way for results? • How well did the DRRF strategically support institutional capacity development? • What evidence from the DRRFs outputs and stakeholders' consultation is there to show improvement in government capacity for poverty reduction? • What are the new opportunities for UNDP comparative positioning - resource mobilization, - European Union country DRRF - are there any other strategic partners? 			
CROSS CUTTING ISSUES			
<p>Human rights</p> <ul style="list-style-type: none"> • To what extent have poor, indigenous and tribal peoples, youth, and persons with disabilities, women and other disadvantaged and marginalized groups benefitted from UNDPs work? • Has the DRRF carefully considered the thematic issues related to human rights? I.e. In particular, has the DRRF sought to and actively pursued equality of access to clean energy services and opportunities for women and men (i.e. DRRF team composition, gender-related aspects of pollution impacts, stakeholder outreach to women's groups, etc.) <p>Gender Equality</p> <ul style="list-style-type: none"> • The assignment will require the consultant/s to do a gender assessment of the outcome and show how gender sensitive in planning implementation and sharing of benefits specifically investigate the following: 	<ul style="list-style-type: none"> • The DRRF has directly contributed to reductions in one or more vulnerabilities associated with natural disasters • Multi-dimensional poverty reduction is an explicit objective • The DRRF results framework has incorporated gender equality considerations, as relevant. • • The DRRF prioritized the most vulnerable as key beneficiaries • Gender Mainstreaming Plan completed • DRRF Document 	<ul style="list-style-type: none"> • Quarterly Reports • Annual Reports • Stakeholder/beneficiary testimony 	<ul style="list-style-type: none"> • Desk Review of Documents • Interviews with DRRF staff, stakeholders and beneficiaries <p>Observation in field discussions. Review of project mainstreaming and cross cutting issues monitoring plans</p>

<ul style="list-style-type: none"> To what extent has gender been addressed in the design, implementation and monitoring of county programme and related projects? Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)? To what extent did the DRRF outputs generate results for gender equality and women's empowerment or other vulnerable groups? To what extent has UNDP Country programme support promoted positive changes in gender equality? Were there any unintended effects? Information collected should be checked again data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2019 - 2021. Has the gender aspects been adequately designed and set up for monitoring for results- Gender assessment across the portfolio? How? <p>Poverty</p> <ul style="list-style-type: none"> How has UNDP advocated for poverty and inequality through the DRRF and how are there synergies and resourcing across the outputs for this purpose? 	<ul style="list-style-type: none"> Stakeholder analysis and engagement plan Desk Review of Documents 		
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Annex-11: Assessed MTR Project Log frame (Goes with findings concerning performance)

Result 1: UNDP has an effective Disaster Response and Recovery Facility in support of the Government of Bangladesh.		
Output	Activity	Highlights Key Results
Output 1.1: UNDP has technical and operational capability to manage the Disaster Response and Recovery Facility.	<ul style="list-style-type: none"> Recruiting of Staff Setting up of Surge capacity Developing advocacy strategy Planning trainings and workshops Conducting periodic evaluation/s Conducting a multi-stakeholder post-disaster needs assessment Supporting GoB to develop Recovery Strategy and Plan 	As per prodoc , DRRF is understaffed of not having a full time PM yet, also we need additional support staff for procurement , M&E, learning and communication etc. Developing the Surge capacity is underway. Usually, our other UNDP programmes colleagues are deployed for additional support.

	<ul style="list-style-type: none"> • Assisting GoB to coordinate recovery interventions by national and international humanitarian and development agencies 	<p>DRRF is yet to have an advocacy strategy. DRRF team usually attain various workshops locally. But training of DRRF staff been hampered due to COVID.</p> <p>Periodic evaluation/s of various activities are conducted by field visit and zoom meeting.</p> <p>DRRF is linked with BRH to mobilize resource persons if any catastrophic event needs a multi-stakeholder post-disaster needs assessment.</p> <p>DRRF conducted workshops to disseminate the knowledge to GoB on developing Recovery Strategy and Plan. It also covers the needs for Assisting GoB to coordinate recovery interventions by national and international humanitarian and development agencies.</p>
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Result 2: National capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters.		
Output	Activity	
<p>Output 2.1: MoDMR and selected sectoral ministries have capacity to carry out post-disaster recovery needs assessment, formulate strategy and plans; and mobilize resources.</p>	<p>a) Training disaster management officials, CSOs, NGOs, UN agencies on: i) Post Disaster Needs Assessment (PDNA) ii) sectoral PDNA guidelines iii) recovery information management system and iv) upgradation of recovery planning and implementation mechanism of selected ministries to incorporate of BBB principles</p> <p>b) Developing Master Plan for Fire Service & Civil Defense as well search and rescue volunteers</p> <p>c) Building capacity of DRROs and PIOs on disaster response, early recovery, recovery and coordination</p> <p>d) Supporting Govt to prepare Action Plan to reduce the risk of lightening/thunder storm</p> <p>e) Developing software to enhance the coordination and management of DRROs and PIOs from the central level of national volunteer organizations on disaster response, early recovery, recovery and coordination</p> <p>f) Training and equipping volunteers for disaster response, early recovery and recovery interventions</p>	<p>A ToT course has been conducted with MoDMR and DDM officials on effective training delivery of DMC on disaster management.</p> <p>As per the requirement, the project is supporting to re-structure of Fire Service and Civil Defence (FSCD), the related activities are underway.</p>
<p>Output 2.2:</p>	<p>a) Developing roster for Consultants and NGOs</p> <p>b) Setting up of Surge Capacity</p>	<p>Roster for consultants and NOGs are already developed, the project is using this roster for the</p>

<p>UNDP’s capacity is enhanced to support coordination and foster partnership in (early) recovery and shelter sector</p>	<ul style="list-style-type: none"> c) Developing communication plan/strategy d) Preparing assessment tools & techniques e) Planning trainings and workshops f) Introducing simplified procurement process for speedy delivery 	<p>engagement of consultants and NOGs for emergency support.</p> <p>Preparation of conduct training on Surge capacity development is underway.</p> <p>The project has engaged a communication consultant for preparing communication materials and the required plan.</p>
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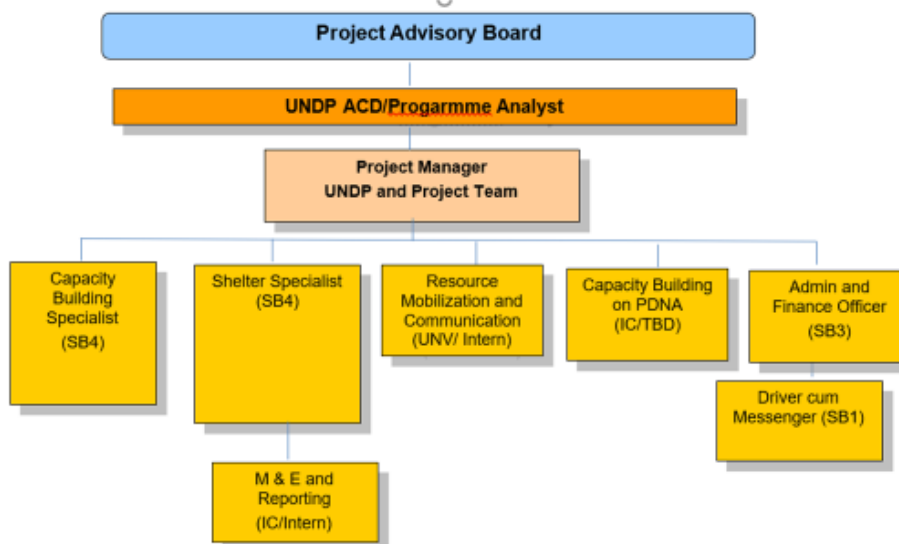
Result 3: DIM Fund for Disaster affected people, community and businesses are supported; and environmental ecosystem restored, to achieve a resilient recovery for continuation of sustainable development goals (SDGs).

<p>Output 3.1: Disaster affected households, communities, businesses are supported with timely recovery assistance</p>	<ul style="list-style-type: none"> a) Providing appropriate recovery assistance to worst affected people; this implies targeting and implementing recovery assistance initiatives in the worst affected areas through a community-centered approach to early recovery. b) Restoring community infrastructure critical for quick recovery following “build back better” principles. c) Providing livelihood and financial support to people and small and medium enterprises 	<p>DRRF complemented GoB’s (Ministry of Disaster Management and Relief) existing CfW components under Employment Generation Program for the Poorest (EGPP) of Safety Net Systems for the Poorest (SNSP).</p> <p>Interventions for Cash of work (CfW) were incorporated through a human security approach which addressed widespread and cross-cutting challenges to the affected people, their livelihood, and maintained the dignity of the community people’s needs. The key elements of this approach were “people-centered”, “comprehensive”, “context-specific”, and “prevention-oriented”. The project complemented GoB’s existing CfW components under the Social Safety Net Systems for the Poorest (SNSP) project through incorporating: (1) Union level door to door validation of beneficiaries, (2) Promoting payment through Mobile Banking instead of bank account/daily basis as and when relevant, (3) Disaster Risk Reduction measures in Cash for work interventions, (4) COVID-19 safety measures through providing PPE to CfW beneficiaries, (5) Providing entrenching tools to SSN beneficiaries, (6) Allowance for safe travel to working sites, and (7) Establishing Grievance/Complaint mechanism and reporting for beneficiaries.</p>
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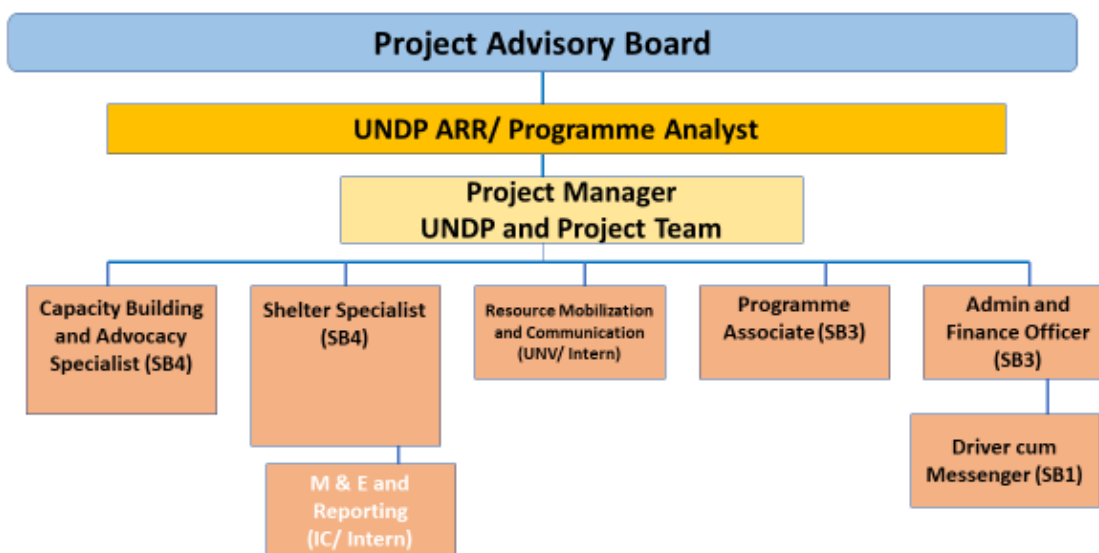
<p>Output 3.2: Sectoral ministries, local government institutions (LGIs), civil society, businesses and NGOs have capacity to coordinate recovery effort, continue development services and maintain social cohesion</p>	<p>a) Providing technical and logistic support to LGIs/Local Administration in affected areas</p> <p>b) Creating emergency employment and interventions for enterprise recovery</p> <p>c) Strengthening local governance processes for coordination and service delivery</p> <p>d) Addressing social risks through strengthened inclusion and participatory processes</p>	<p>The capacity-building and related activities have not been conducted due to the COVID-19 pandemic since March 2020. Planned for next year.</p>
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Annex-12: Project Management Set Up

Original Organogram when ProDoc was approved



Revised Organogram



Annex-13: Training activities

Disaster Response and Recovery Facility (DRRF)
Conducted projects and pertained results achieved
 (October 2018 to August 2021)

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Male-Female Ratio/Info
1. Training of Trainers (ToT) course on Disaster Management for the Senior officials of MoDMR and DDM	3 to 5 November, 2018	UNDP (TRAC)	USD 5,000.00 (Through the DRRF main project budget)	Direct delivery	Completed	To enhance the training delivery and facilitation skills of the participants in conducting training courses for the local DMCs on Disaster Management	30 senior level officials of MoDMR & DDM successfully received the ToT courses on effective delivery of training for the DMCs on Disaster management;	Male Participants: 25 Female Participants: 05 (Note: The list of Participants were finalized by MoDMR)
2. Capacity building of Al-Markazul Islami, Bangladesh in managing the burial of COVID-19 deceased with improved collaborative support to the burial workers of 10 City Corporations/Municipalities in managing COVID19 death.	May 2020 – November 2020	SDC and UNDP	USD 43,533.00 (Through the DRRF Funding Window)	Al-Markazul Islami (AMI) Bangladesh	Completed	The main target was to conduct awareness campaigns through electronic, print and social media to overcome the fear and stigma associated with the burial of COVID-19 deceased; Moreover, to enhance the knowledge and capacity for ensuring the	The project was directly and indirectly sensitized more than 330,000 people on the safe burial process by conducting multi-dimensional campaigning; A total of 1,019 volunteers (940 male and 79	A total of 1,019 volunteers (940 male and 79 female) were trained in 8 selected city corporations and municipalities. Among the trained volunteers, 204 (171 male and 33 female) were finally selected to work in the BMTs (Note: List was prepared by AMI, B in consultation with relevant stakeholders)

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Male-Female Ratio/Info
						safety of the Burial Management Team (BMT) and the formation of necessary BMT consist of 200 volunteers (164 male and 36 female) in 10 selected city corporations and municipalities;	female) were trained in 8 selected city corporations and municipalities. Among the trained volunteers, 204 (171 male and 33 female) were finally selected to work in the BMTs. A total of 19 BMTs are working and providing support in the mentioned city corporation and municipalities area; The operating BMTs have successfully buried 109 COVID-19 deceased following the safe burial process by November 2020;	

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Male-Female Ratio/Info
3. Consultation Workshop on Shelter and Early Recovery Issues	17 April 2019	UNDP (TRAC)	USD 5,000.00 (Through the DRRF main project budget)	Directly delivery	Completed	To sensitize the partner NGOs about the contemporary response and recovery practices for focusing on different types of disasters;	Related Partner NGOs are aware of the recent response and recovery practices for focusing on different types of disasters;	Male participants: 35 Female Participants: 05 (Note: Partner NGOs selected their own representative when invited to the workshop)
4. Piloting of Digital Targeting of Beneficiaries	October 2020– March 2021	UNDP (TRAC)	USD 60,000	UNDP-LGI, MoDMR	Completed	To introduce an inclusive and integrated crisis and disaster response data management platform to the MoDMR;	An inclusive and integrated crisis and disaster response data management platform was developed and successfully piloted in Kurigram and Jamalpur.	: Enumerators were trained to conduct the Survey using the Digital Platform Ashtamir Char, Chilmari, Kurigram: 10 male enumerator, 5 Female enumerators Pathorshi Union, Islampur, Jamalpur: 10 male, 5 female enumerators Total: 30 enumerators For #5: Ramna Union, Chilmari, Kurigram: 10 male enumerator, 5 Female enumerator Dhamsreni Union, Ulipur: 10 male

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Male-Female Ratio/Info
								enumerator, 5 Female enumerator Total: 30 enumerators
5. IOM-UNDP Data pilot (DTM+DBT)	November 2020 – January 2021	UNDP HQ	USD 27,000 (Through the DRRF Funding Window)	IOM-UNDP and LGI	Completed	To piloting intervention on awareness and capacity building of local government on displacement Tracking and digital beneficiary targeting	Activities are successfully piloted: Orientation provided in 2 Upazilas and 1 District and data collected from 3 Uinons;	Jamalpur: 10 male, 5 female enumerators trained
6. Tsunami Awareness	July 2018-continuing	Govt. of Japan	USD 150,000 (Through the DRRF Funding Window)	UNDP, Local Government	Ongoing	Vulnerable School Students and community in the coastal districts of Cox's bazar in Bangladesh	10 Tsunami vulnerable schools in Cox's bazar district have been trained with school safety Tsunami preparedness plan and practised tsunami evacuation drill.	10 Tsunami vulnerable schools in Cox's bazar district have been trained with school safety Tsunami preparedness plan – covering both boys and girls with almost equal ratio
7. Capacity Building of Al-Markazul Islami for COVID Response and COVID19 Burial Management considering 2 nd Wave of COVID19	July 2021 to December 2021	UNDP and SDC	USD 56,910.00	Al-Markazul Islami (AMI)	On-going	The main targets were: a. Comprehensive Dead Body Management through increased		No Training conducted yet.

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Male-Female Ratio/Info
						capacity for preservation of COVID deceased. b. Prevent spreading of COVID virus during burial process and dealing with COVID infected persons: c. Refresher training for Dead Body Management team and support to new Hot Spot/ City Corporations burial teams. d. Nationwide COVID awareness building campaign.		

Annex-14: Ongoing and completed activities of the DRRF

Disaster Response and Recovery Facility (DRRF) Conducted projects and pertained results achieved (October 2018 to August 2021)

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
1. Emergency shelter support for the most vulnerable flood affected Female Headed Families in Jamalpur, Kurigram and Gaibanda Districts of Bangladesh	September 2019 – January 2020	UN OCHA, Central Emergency Response Fund (CERF)	USD 750,000.00 (Through the DRRF Funding Window)	UTTARAN	Completed	To provide emergency shelter support in the recovery of flood-affected people of the northern part of the country, where 1,420,083 houses were damaged (fully 490,596 and partially 929,487) in 9 districts. The project planned to serve 5,402 most vulnerable Female Headed Households (FHH) in three severely affected three districts.	Total 5,402 FHH received this shelter support under the three most affected districts, about 24,310 people were directly benefited by this support; Each household received 7,500 BDT cash grants for repairing their houses; Beneficiaries also received the technical advisory on how to repair and build	The main challenges were to the unbiased selection of targeted beneficiaries and disbursed mentioned cash support to the beneficiaries within the stipulated time; Mobile banking modality was applied for disbursing money to the beneficiaries that were a transparent process; A good partnership built with the local government authority;

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
							disaster resilience houses;	
2. Capacity building of Al-Markazul Islami, Bangladesh in managing the burial of COVID-19 deceased with improved collaborative support to the burial workers of 10 City Corporations/Municipalities in managing COVID19 death.	May 2020 – November 2020	SDC and UNDP	USD 43,533.00 (Through the DRRF Funding Window)	Al-Markazul Islami (AMI) Bangladesh	Completed	<p>The main target was to conduct awareness campaigns through electronic, print and social media to overcome the fear and stigma associated with the burial of COVID-19 deceased;</p> <p>Moreover, to enhance the knowledge and capacity for ensuring the safety of the Burial Management Team (BMT) and the formation of necessary BMT consist of 200 volunteers (164 male and 36 female) in 10 selected city corporations and municipalities;</p>	<p>The project was directly and indirectly sensitized more than 330,000 people on the safe burial process by conducting multi-dimensional campaigning ;</p> <p>A total of 1,019 volunteers (940 male and 79 female) were trained in 8 selected city corporations and municipalities. Among the trained volunteers, 204 (171 male and 33</p>	<p>Operation-related challenges were faced mostly in implementing the intended activities during the countrywide lockdown and related services were available on a very limited scale.</p> <p>Planned activities were suffered in many cases, specially on the movement of the trainer team to outside Dhaka;</p> <p>Although this was a small budget and short duration based project but the result was reflected significantly, specially on the overcome the so-called fear</p>

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
							<p>female) were finally selected to work in the BMTs. A total of 19 BMTs are working and providing support in the mentioned city corporation and municipalities area;</p> <p>The operating BMTs have successfully buried 109 COVID-19 deceased following the safe burial process by November 2020;</p>	<p>on the management of COVID-19 deceased. The implemented project also scaling-up this year due to the rise of infection and death curve of COVID-19;</p>
3. Support to Local Government in Cyclone Amphan preparedness	Third week of May 2020	UNDP (TRAC)	USD 45,000.00 (Through the DRRF main project budget)	MoDMR, district administration and local government bodies	completed	To augment the Local Government's capacity in dealing with COVID-19 pandemic under a natural	About 1400 cyclone shelters were cleaned in 7 coastal districts before the	The main challenge was to the quick transfer of required money following the procedure of UNDP;

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
						disaster scenario.	cyclone <i>Amphan</i> ; Ensured hand-washing facilities at more than 2000 cyclone shelters; Distributed other health safety equipment i. e. mask, soap, sanitizer, candle and dry food in the cyclone shelters; Assisted in the evacuation of about 0.4 million people (in 32 Upazillas under 7 districts) out of total evacuation of 2.41 million;	Local government institutes/bodies will apply their learning more efficiently in preparedness against future disasters;

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
4. Solidarity package for affected people and support to national and sub-national capacities for COVID – 19 related crisis management (Support to mitigate COVID risk for Cleaning Workers)	May 2020 – December 2020	Australian Government (DFAT)	USD 630,172 .00 (Partial from this budget) (Through the DRRF Funding Window)	Direct delivery	Completed	The main target was to support for ensuring health safety measures to protect COVID-19 risk of 5,500 cleaners four City Corporation; Solidarity cash support (BDT 1,500 to each HH) was provided to 10,714 HHs in different parts of the country. Moreover, 8,000 HHs family received solidarity support (food basket/package)	Successfully provided 5,500 sets of Personal Protective Equipment (PPE) to the cleaners of four city corporations , including those from Dhaka North and South City Corporations . This support helped them to mitigate the COVID-19 related risks during the pandemic.	Procurement processes of PPE were challenging, during the initial stage of the pandemic, the PPE was a new item and it was difficult to identify a suitable single vendor who can supply the required quality and quantities of PPEs; Difficulty faced in mobile transaction of the cash grant
5. Emergency shelter support for the most vulnerable cyclone <i>Amphan</i> affected Female Headed families in Khulna, Satkhira, Patuakhali and Barguna districts of Bangladesh.	July 2020 – October 2020	UN OCHA, Central Emergency Response Fund (CERF)	USD 939,946.00 (Through the DRRF Funding Window)	SHUSHILAN and WAVE Foundation	Completed	To provide emergency shelter supports to 14,500 Female Headed Households (FHHs) (with due priority to the disabled people) in the coastal area of Bangladesh affected by the	The project successfully provided emergency shelter support to 14,500 Female-Headed Households (FHH) in most affected four	The main challenge was to identify the specific beneficiary as per the project criteria after the cyclone, when many villages and unions were flooded due to storm surges.

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
						<p>cyclone <i>Amphan</i>; The cyclone <i>Amphan</i> was hit the coastal area of Bangladesh in May 2020 and affected 10 m. people in 19 districts. The cyclone also damaged 85,737 houses in 9 districts;</p>	<p>districts in the coastal area of Bangladesh that directly supported 67,135 people;</p> <p>Each household received 4,500 taka cash grants and technical advisory for repairing their damaged homes;</p> <p>The beneficiaries used their cash grants for repairing damaged homes, the project also provided guidance and assistance for procuring necessary construction and</p>	<p>Moreover, the movement was restricted and risky due to the COVID-19 pandemic;</p> <p>Disbursement of assisted money within the stipulated time to the beneficiaries households was another challenge;</p> <p>A KOBO based digital database of beneficiaries (specially on the FHH of four vulnerable coastal districts) can also be usable for other purposes;</p>

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
							rebuilding materials from the market. Moreover, the technical advice also helped beneficiaries to enhance their know-how about repairing their homes more resilient to cyclones. A total of 79 technical sessions were conducted in 68 unions which were participated by 1,811 beneficiary households.	
6. Supporting for employment facilities as Cash for Work (CfW) for the Cyclone Amphan affected people in four districts of Khulna, Satkhira, Patuakhali and Barguna.	July 2020 – February 2021	The Government of Japan	USD 1,810,286.00 (Through the DRRF Funding Window)	SHUSHILAN and UTTARAN	Completed	To support 8,500 vulnerable individuals, including 2,805 (33%) females, who were facing hurdles to maintain their livelihood due to	Successfully supported 8,500 vulnerable individuals by generated 170,000 working days of	For ensuring transparency in the disbursement of wages to the worker beneficiaries, the project adopted the mobile banking

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
						<p>the combined effect of the cyclone <i>Amphan</i> and COVID-19 related lockdown in the four coastal districts. The support planned to secure 20 days of employment for each beneficiary (equivalent to a total of 170,000 working days) under the 'Cash for Work (CfW)' modality;</p>	<p>employment support, which directly benefited 39,355 people;</p> <p>Among the beneficiaries , 4,109 (48.34 %) are female they received total 82,280 days of employment support;</p> <p>Total 116 physically challenged people were supported under this activity;</p> <p>Both female and male beneficiaries received the same wages, 300/day for their work, including several</p>	<p>and agent banking process. However, many areas of the project sites were out of the agent banking facilities and few beneficiaries did not their own mobile phone. For this reason, ensuring their mobile banking account, the money disbursement process was delayed compared with the plan.</p> <p>The consequent benefit of the employment facilities was to repair 84 damaged community structures due to the cyclone '<i>Amphan</i>', people in 74 unions of four mentioned districts are</p>

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
							health safety measures for work during the COVID-19 pandemic;	getting advantage from those repaired structures, this is a good lesson of an unintended results;
7. Organizational Reform of (Fire Service and Civil Defence (FSCD)	October 2018 to till date	UNDP (TRAC)	USD 50,000.00 (Through the DRRF main project budget)	Direct delivery	Ongoing	To enhance the overall organizational capacity of FSCD for ensuring efficient and quality service in order to reduce the loss and damage from fire hazards and other natural and man-made disasters; The proposed reform will enhance the capacity of FSCD for providing broader and need-based support during disaster recovery;	Activities are in progress: An assessment of disaster risk and rescue, requirement of organizational reform and areas for capacity building identified; Outlining the holistic legal framework in support of FSCD's reform is ongoing;	Priority of GoB may change regarding organizational reform of FSCD that may delay in achieving the expected results; Tremendous national-level results will achieve after the successful completion of reform activities.

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
8. Training of Trainers (ToT) course on Disaster Management for the Senior officials of MoDMR and DDM	3 to 5 November, 2018	UNDP (TRAC)	USD 5,000.00 (Through the DRRF main project budget)	Direct delivery	Completed	To enhance the training delivery and facilitation skills of the participants in conducting training courses for the local DMCs on Disaster Management	30 senior level officials of MoDMR & DDM successfully received the ToT courses on effective delivery of training for the DMCs on Disaster management;	Align the needs of MoDMR and other government officials with the planned course; Scaling-up of such training programmes for enhancing the Knowledge and facilitation skills of field level DM officials on latest tools, technology and DM concepts;
9. Consultation Workshop on Shelter and Early Recovery Issues	17 April 2019	UNDP (TRAC)	USD 5,000.00 (Through the DRRF main project budget)	Directly delivery	Completed	To sensitize the partner NGOs about the contemporary response and recovery practices for focusing on different types of disasters;	Related Partner NGOs are aware of the recent response and recovery practices for focusing on different types of disasters;	Partners NGOs are from diverse backgrounds and experiences; Partner NGOs are equipped with the updated knowledge/practice about disaster response and recovery. They are also capable of providing

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
								service during an emergency;
10. Identification of local options for quality testing of PPE and Technical guidance in this regard	April – August, 2020	UNDP (TRAC)	USD 10,000.00 (Through the DRRF main project budget)	WHO Bangladesh	complete	Supporting the national health authorities in Bangladesh to develop a national quality control system for priority PPE items to facilitate the procurement decisions by government and other agencies through the identification of local solutions for testing PPE according to internationally accepted standards	DRRF, in collaboration with WHO, supported the national health authorities in Bangladesh to develop a national quality control system for priority PPE items. Identified local options for quality testing of PPE and provided technical guidance in this regard;	Further capacity building of national health authorities in combatting COVID19 pandemic;
11. Study on “Development of promotion strategy on sustainable and affordable appropriate building material and/or technology”	July, 2019 to December 2020	UNDP (TRAC)	USD 30,000.00 (Through the DRRF main project budget)	Direct delivery	Completed	To identify the appropriate building materials and technology as a substitute of traditional clay-based fire bricks and develop the promotion strategy of	Identified the potential ways to produce building block with minimum carbon emission that will help in promoting	Further promotion of the idea and scaling-up the initiative in other parts of the country considering the local housing requirement and

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
						alternative building material	durable (permanent) houses in the coastal districts of Bangladesh;	material availability
12. Development of a guideline on “Supporting local entrepreneurs to generate income through self-employment in the form of ‘start-up grants’ or ‘start-up packages’ in COVID19 scenario”	March – September 2020	UNDP (TRAC)	USD 5,000 (Through the DRRF main project budget)	Direct delivery	Completed	To develop a guideline on “Supporting local entrepreneurs to generate income through self-employment in the form of ‘start-up grants’ or ‘start-up packages’ in COVID19 scenario”	Mentioned guideline successfully developed;	
13. Piloting of Digital Targeting of Beneficiaries	October 2020– March 2021	UNDP (TRAC)	USD 60,000	UNDP-LGI, MoDMR	Completed	To introduce an inclusive and integrated crisis and disaster response data management platform to the MoDMR;	An inclusive and integrated crisis and disaster response data management platform was developed and successfully piloted in Kurigram and Jamalpur.	Changed priority and government bureaucracy to adopt/mainstream the newly developed data platform Introducing the idea at international level and scaling-up this idea in other area;

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
14. IOM-UNDP Data pilot (DTM+DBT)	November 2020 – January 2021	UNDP HQ	USD 27,000 (Through the DRRF Funding Window)	IOM-UNDP and LGI	Completed	To piloting intervention on awareness and capacity building of local government on displacement Tracking and digital beneficiary targeting	Activities are successfully piloted: Orientation provided in 2 Upazilas and 1 District and data collected from 3 Unions;	COVID-19 did not allow frequent field visits and conduct discussions; Introduction on Digitalization of Disaster Risk information;
15. Tsunami Awareness	July 2018-continuing	Govt. of Japan	USD 150,000 (Through the DRRF Funding Window)	UNDP, Local Government	Ongoing	Vulnerable School Students and community in the coastal districts of Cox'sbazar in Bangladesh	10 Tsunami vulnerable schools in Cox's bazar district have been trained with school safety Tsunami preparedness plan and practised tsunami evacuation drill.	Movement restriction due to COVID. Streamlining the learning with school curriculum; Understanding Tsunami risk in a multi-hazard approach, where the students, teachers and community were engaged in planning;

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
16. Capacity Building of Al-Markazul Islami for COVID Response and COVID19 Burial Management considering 2 nd Wave of COVID19	July 2021 to December 2021	UNDP and SDC	USD 56,910.00	Al-Markazul Islami (AMI)	On-going	<p>The main targets were:</p> <p>a. Comprehensive Dead Body Management through increased capacity for preservation of COVID deceased.</p> <p>b. Prevent spreading of COVID virus during burial process and dealing with COVID infected persons:</p> <p>c. Refresher training for Dead Body Management team and support to new Hot Spot/ City Corporations burial teams.</p> <p>d. Nationwide COVID awareness building campaign.</p>		Operation and procurement related challenges during the countrywide lockdown Planned activities may suffer in many cases, specially on the movement of the trainer team to outside Dhaka;

Name of projects/activities	Duration	Donor	Budget amount	Implementing Partner/s	Status	Target	Result achieved	Challenges and opportunities
17. Logistic (Vehicle support (Ambulance+Microbuses)) support to DG-Health Office for Emergency COVID Response Support to	July 2020 to October 2021	UNDP and SDC (IP: UNDP)	USD 30000.00	DG-Health	Ongoing	To support/capacitize the DG-Health in carrying out their emergency COVID19 response work	DG-health conducted emergency COVID19 response work in a better and efficient manner	

Annex 15: Risk and Mitigation measures

The main risks as well as relevant mitigation measures are described in the below table. The Project Manager will ensure that the risks noted above will not hinder the effective implementation of the project by ensuring the involvement of all relevant stakeholders in all stages/activities of the project, including decision-making, monitoring and evaluation, as well as engaging in sound, evidence-based policy efforts.

#	Risk description	Type	Probability	Impact	Comments and mitigation strategy (based on ProDoc)	Did the risk materialize?	What was the impact?	How was it mitigated?
1	Delays in implementation of activities due to changes in the security environment	Political	Medium	High	UNDP will regularly monitor the political situation in the country, and duly alert the Project Board. DRRF will have an updated Business Continuity Plan (BCP). Well in advance of <u>planned</u> political processes or events, the project will assess likely impacts and develop detailed plans for activities and procurement to mitigate impacts. Refer to the UNDAF, CPD and AWP that was mutually signed by the Government and UNDP	Not actually. Political situation comparatively better in last few years and related security environment are also manageable. However, considering the old days the situation will deteriorate anytime.	No direct impact has been found.	DRRF considered the mentioned mitigation measures. Regularly followed the security brief/advisory by UNDP/UNDSS and was ready the planned BCP to implement in any emergency situation.
2	Considering the Rohingya crisis, there is risk of conflict between Forcibly Displaced Myanmar Nationals and affected host communities in Cox's Bazar	Political and operational			DRRF will adopt a conflict-sensitive approach to minimize risk of exacerbating conflict and existing tensions. It will target host communities impacted by the Rohingya crisis and increase stability by strengthening basic services and protection mechanisms.	Yes, the risk is still exists.	No significant impact.	Through the DRRF funding window, several projects are implementing in supporting the host community to mitigate the potential social, environmental, and economic crisis.

#	Risk description	Type	Probability	Impact	Comments and mitigation strategy (based on ProDoc)	Did the risk materialize?	What was the impact?	How was it mitigated?
3	Lack of commitment and coordination at the senior political level	Strategic and Regulatory	Low	High	Continued advocacy for the importance of effective, efficient and sustainable early recovery framework; Ensure regular participation of stakeholders in coordination forums; encourage MoDMR and DDM to continue strong leadership and functioning of Early Recovery Continued good cooperation between UNDP and Govt, and delivering visible results of earlier agreed priorities	No.	No.	As per the mentioned mitigation measures. Well coordination continued with the government and local government levels.
4	Lack of financial resources to address all project components	Financial	High	High	The CO resource mobilization strategy and policy; Good financial management methods and budget monitoring Regular donor liaison and coordination, including through the donor thematic group on Resilience and Recovery in the frame of Build Back Better	Yes. Among the 50m. expected 'Disaster Window' fund 46% already mobilized. However, 80% of the mobilized fund has been utilized in the southeast region (Cox'sBazar) to mitigate the Rohingya crisis and host community recovery. Early recovery in other	Minimum	Periodic budget monitoring and notify the PAB, and more coordination with UNDP management and discussed about DRRF requirements.

#	Risk description	Type	Probability	Impact	Comments and mitigation strategy (based on ProDoc)	Did the risk materialize?	What was the impact?	How was it mitigated?
						regions (middle and northeastern flood prone, southwest cyclone prone and CHT area) need to address more.		
5	Change of government policies and priorities in relation to the project, e.g. changing thematic interest within the wider disaster recovery area.	Strategic	Low	High	Signature of AWP based on strategic consensus with GoB; UNDAF and CPD as two main documents governing UNDP/Government programs Project Board to convene to identify specific measures to overcome any potential implications	No. However, the risk still exists.	No significant impact	Considered the mentioned mitigation measures.
6	Limited institutionalized preparedness can delay DRRF's capacity to respond to disasters and emergencies as well as project implementation	Operational	Medium	High	Notify Project Board of possible challenges for timely implementation and its potential implications. For institutionalized UNDP preparedness for recovery action, it will: -Review UNDP's current practice, propose POPP-compliant UNDP Country Office SOPs for small and medium disasters, and train relevant UNDP operations personnel on procedures and options.	Yes. Sometimes delayed in the project delivery.	Minimum	Prepared a roster of pre-qualified NGOs and technical personnel for quick involvement during an emergency. Several discussions conducted with the procurement unit how to

#	Risk description	Type	Probability	Impact	Comments and mitigation strategy (based on ProDoc)	Did the risk materialize?	What was the impact?	How was it mitigated?
					<p>-Identify and train Operations and Programme Support personnel from the Country Office and project so that they can be temporarily re-assigned to support DRRF (for more information on this “SURGE mechanism”, see Management Section).</p> <p>-Renew its roster of pre-qualified NGO partners, and establish Individual Consultant rosters and LTAs to be able to quickly contract initiate field level interventions and contract temporary personnel.</p>			initiate quick procuriments during emergency.
7	Risk of political influence on DRRF resource utilization	Political			<p>DRRF will raise awareness on UN values and take a multi-stakeholder approach in intervention development and implementation. At the local level, this will include dialogue with the local administration, local government, and community based organizations, and communicating clearly to beneficiaries and communities about the objectives and activities of the intervention. (See Management section for more.)</p>	<p>Yes.</p> <p>Recovery-related interventions of DRRF are subject to disburse cash to the beneficiaries. Sometimes, uneligible persons are included in the beneficiareis lists by the influence of local politics.</p>	Moderate impact. Sometimes delayed in the activity delivery.	<p>DRRF strongly considered the selection criteria of the beneficiaries.</p> <p>Maintained well coordination with local govemrent and elites and made them aware on the project goal, objectives and the beneficiaries selection criteria.</p> <p>Moreover, conduct</p>

#	Risk description	Type	Probability	Impact	Comments and mitigation strategy (based on ProDoc)	Did the risk materialize?	What was the impact?	How was it mitigated?
								workshops with partners and local government on the 'Fiduciary risk management'.
8	As potential outcomes can be vulnerable or sensitive to climate change, recovery interventions implemented should not lead to adverse environmental impacts, climate maladaptation or increase disaster risk	Environmental			When planning field activities, DRRF will use its social and environmental screening tools to ensure environmental sustainability, prevent mal-adaption to climate change and minimize any likely adverse impacts. Through local Technical Advisory Groups (TAG) the Facility will enhance its screening by drawing on local knowledge to further understand the local environment and ecosystems. As outlined in Annex 3, using 'build back better' approach, DRRF will integrate environmentally sustainable practices into its interventions.	Yes, risk is still exists.	No significant impact has been found.	Considered the mentioned mitigation measures
9	Limited capacity of GoB to assess and manage disasters and emergencies especially for	Operational and Environmental	High	High	DRRF will support duty-bearers to develop the capacity to meet their obligations in the project. This includes: i) supporting the GoB by providing timely support to assess and	Yes, risk is still exists.	No significant impact has been found.	Considered the mentioned mitigation measures

#	Risk description	Type	Probability	Impact	Comments and mitigation strategy (based on ProDoc)	Did the risk materialize?	What was the impact?	How was it mitigated?
	medium-to-large-scale disasters				manage the development impacts of disasters and emergencies; ii) partnering with NGOs, development partners and the private sector to strengthen investment in resilient recovery and iii) measuring DRRF's own institutionalized preparedness to support resilient recovery from medium and large-scale disasters. Additionally, DRRF and the GoB will agree on including a USD 20 million 'disaster window' to mobilize additional funds for disaster and emergency response and recovery interventions and building additional capacity development of key actors.			
10	Potential risk that rights-holders do not have the capacity to claim their rights in DRRF interventions following disasters and emergencies	Human Rights			DRRF targets said marginalized groups as part of identified vulnerable communities for interventions at the field level; this is to ensure empowerment and inclusiveness for the groups in disaster risk management. For indigenous communities present in possible intervention areas, DRRF will consider for local indigenous communities, their rights and barriers to	Yes. In the selection process of the beneficiaries, sometime potential beneficiaries were excluded in the lists.	Moderate impact. Sometimes delayed in the activity delivery.	As per the project objective and activity, mandated DRRF well-considered to address the marginal group. DRRF openly announced and distributed the awareness materials (i. e. posters) in the implementing

#	Risk description	Type	Probability	Impact	Comments and mitigation strategy (based on ProDoc)	Did the risk materialize?	What was the impact?	How was it mitigated?
					participation when collecting baseline data and for beneficiary selection. Areas such as Cox's Bazar, Sunamganj and Rajshahi are likely to have higher populations of indigenous communities.			area to make the beneficiaries aware of for providing any complaint on the selection of beneficiaries. DRRF used to hang the beneficiaries lists in the Upazila office for public access. Moreover, provided easy access complaint boxes for providing any complaint.
11	When empowering women and girls, there is possible backlash from challenging gender and social norms. Also, there is risk that women can be discriminated against in terms of access to opportunities and benefits if	Gender			DRRF will prioritize on including female-headed households, widows, the aged, disabled, adolescent girls, pregnant and lactating mothers—as beneficiaries and promote their empowerment through interventions such as UNDP-funded housing, livelihood recovery schemes and, where possible. It will screen plans for additional consultations with women and girls to identify specific needs and constraints of women for	No, but the risk still exists.	No significant impact has been found.	DRRF considered the mentioned mitigation measures. DRRF always considered the Gendered vulnerability. 'Female-Headed Households (FHH)' is one of the criteria to the selection of beneficiaries of DRRF.

#	Risk description	Type	Probability	Impact	Comments and mitigation strategy (based on ProDoc)	Did the risk materialize?	What was the impact?	How was it mitigated?
	due attention is not paid to the issue				gender-responsive interventions. For gender equality, it will sensitize community members including local community leaders (local authorities, men in the community, community elders, religious leaders etc.) to benefits to the broader community from project activities. There will be a systematic process for engaging men and authorities as gender equality champions, to strengthen community support for the project.			
12	Rohingya crisis (or any medium-to-large-scale disaster), UNDP's interventions can generate cumulative impacts with other known existing or planned activities in the area	Environmental Strategic			In case of the Rohingya crisis, UNDP and DRRF recognize the mandates and expertise of the agencies involved in the response, and does not seek to compete with or replace any of these. UNDP has already adopted a conflict-sensitive approach; as part of the 2018 Joint Response Plan in partnership with other UN agency including UNHCR and UNWOMEN and targeting host communities.	No, but risk is still exists	No impact	Considered the mentioned mitigation measures.
13	Does the Project involve support for employment or	Human Rights	low	low	In case of supporting for employment or livelihoods, UNDP follows the international standards,		No impact	Considered the mentioned

#	Risk description	Type	Probability	Impact	Comments and mitigation strategy (based on ProDoc)	Did the risk materialize?	What was the impact?	How was it mitigated?
	livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?				guidance of HCTT and relevant clusters and working group			mitigation measures.

Annex 16: List of documents reviewed

1. UNDP-DRRF-Project document, Project Number- 00112092
2. UNDP/DRRF: Multi-Year ME – Plan – Indicator (October 2018 – December 2022)
3. DRRF Revised Result Framework
4. UNDP/ DRRF ROAR Report 2019
5. UNDP/ DRRF ROAR Report 2020
6. UNDAF 2017- Executive Summary
7. UNDP/DRRF-Project/ Budget/ AWP for 2020
8. DRRF- Quarterly Progress Report 2018
9. UNDP/DRRF- Quarterly Progress Report, April-June 2021
10. UNDP/DRRF-Minutes of Project Advisory Board 21 March 2019
11. UNDP/DRRF-Minutes of Project Advisory Board 11 November 2019
12. UNDP/DRRF-Minutes of Project Advisory Board 10 December 2020
13. UNDP/DRRF 2021 Annual Work Plan (AWP) Review Checklist
14. UNDP/DRRF: Annual Progress Report 2020
15. UNDP/DRRF: Disaster Risk management in Cox's Bazar Programme, March 2021:
<https://www.urbanagendaplatform.org/node/1607>
16. Japan-UNDP/DRRF: Supporting an Inclusive and Multi-Sectoral Response to COVID 19 and Addressing its Socio-Economic Impact in Bangladesh
17. UNDP: Development of promotion strategy on sustainable and affordable appropriate building material and/or technology – Final Report
18. Areefa Menha Sinha: Socio- Economic Status of Kurigram: Rapid Assessment of Countrywide Lockdown and Upcoming Monsoon Season of DRRF Flood 2019 Beneficiaries
19. Department of Disaster Management (DDM): Annual Report Disaster Response and Recovery 2012
20. *Ibid*, Annual Report Disaster Response and Recovery 2013.
21. [Both Reports can be downloaded from <http://www.ddm.gov.bd/site/page/bca200a7-eea4-4a02-a803-6dcc383147d3/>]
22. <https://www.bd.undp.org/content/bangladesh/en/home/projects/early-recovery-facility--erf-.html> / Summary Report published by LCG_DER Secretariat (at ERF): Highlighting the Key Achievements of LCG-DER in 2012, February 2013.
23. <https://reliefweb.int/report/bangladesh/still-feeling-toll-cyclone-aila>; Islamic Relief: Bangladesh Still Feeling the Toll of Cyclone Aila, June 2014.
24. ELSVIER (Journal of Home Page: www.elsevier.com/locate/crm): Climate Risk management 10 (2015) 27-34.
25. https://www.unisdr.org/files/18197_midterm.pdf
26. Ministry of Disaster Management and Relief (MoDMR): Success and Development Story of 10 Years (2009 – 2018), published in October 2018.
27. Bangladesh Planning Commission, General Economic Division (GED): Sixth FYP 2010-2015), Seventh FYP (2016-2020) and Eighth FYP (2021-2025).
28. UN: Transforming our World: 2030 Agenda for Sustainable Development

29. Sendai Framework for Disaster Risk Reduction 2016-2030
30. Ministry of Disaster Management and Relief: Disaster Management Act 2012
31. Ministry of Disaster Management and Relief: Standing Orders of Disaster 2019 (Revised)
32. Ministry of Disaster Management and Relief: National Plan for Disaster Management 2021-2025
33. UNDP: Addressing Covid-19's uneven impacts on vulnerable populations in Bangladesh: The case for shock-responsive social protection, **October** 2021

Annex 17: ToR for Mid-term Evaluation



Terms of Reference (ToR) for Hiring International Consultant for Mid-Term Evaluation of Disaster Response and Recovery Facility (DRRF) Project

AGENCY/PROJECT NAME: DURATION:	UNDP Disaster Response and Recovery Facility (DRRF) 15 days over the period of 2.0 months (June-July 2021)
COUNTRY OF ASSIGNMENT:	Bangladesh
TYPE OF CONTRACT POST LEVEL DUTY STATION	Individual Contract International consultant Home Based

TERMS OF REFERENCE (ToR)

A. Project Title:

Disaster Response and Recovery Facility (DRRF)

B. Background:

Bangladesh has made considerable progress in managing disaster risks over the last ten years. However, large and recurrent hazards pose a very different set of risks to an economy with impressive growth and significant human development progress. In line with the Sendai Framework of Action and the Government of Bangladesh's 7th Five Year Plan, renewed attention is required to develop the whole society's capacity to prepare for disaster response & recovery. Strengthening the country's capacity would help Bangladesh achieve both Sustainable Development Goals and a developed county status by 2041. UNDP's Disaster Response and Recovery Facility (DRRF) is a vital contribution towards this ambition. The Disaster Response and Recovery Facility is UNDP Bangladesh's standing entity to support recovery after natural and human-made disasters and emergencies. Building on the Early Recovery Facility (ERF) project's

successes, the facility was launched in October 2018 to focus on rapid- scaling up and effective management of transitions towards development. Adopting an “economy-wide” approach and concentrating on household and community level recovery; DRRF supports the Ministry of Disaster Management and Relief (MoDMR), and gradually expands its support to selected key sectors at all levels for enhancing International capacity and supporting policy-making for resilient recovery. The key objectives of DRRF are:

A. Implement timely, appropriate, and adequate response and recovery assistance to the households, community, businesses for a quick return to sustainable development pathways & business continuity;

B. Work with development partners, the UN/Cluster systems to support GoB to build its capacity at all levels and sectors for carrying out post-disaster needs assessment, formulating recovery strategy and plans, and mobilizing resources.

C. Support making appropriate policies, financial instruments, and technological innovation on preparedness for recovery and provide coordination support and foster partnership in (early) recovery and shelter sector as part of International priorities in disaster management.

D. Work as, when appropriate, a fund management facility for humanitarian and development agencies to foster a cost-effective and time-efficient mechanism

The project is implementing to achieve the four results/outcomes and seven respective outputs in attaining the objectives. The results/outcomes are;

- Result 1: UNDP has an effective Disaster Response and Recovery Facility in support of the Government of Bangladesh.
- Result 2: International capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters.
- Result 3: Disaster-affected people, communities, and businesses are supported, and the environmental ecosystem is restored to achieve a resilient recovery for a continuation of sustainable development goals (SDGs).
- Result 4: Effective project management, monitoring, evaluation, and quality assurance services

DRRF is serving the affected communities, businesses and providing support to augment government capacity when large-scale recovery support is required following natural and man-made disasters and emergencies from the project's initiation to achieve the objectives. DRRF functions to respond rapidly with flexible operational procedures and an active pool of implementing partners and professional human resources under the UNDP Bangladesh Country Office's broad strategic direction. DRRF is built on pre-approved funding mechanisms; A window of USD 50 million (preapproved disaster window) has been created as UNDP can quickly mobilize considerable volume of resources (support to International-level disasters in response to GoB appeal/request or extend complimentary support).

After the inception of the project in October 2018; DRRF has implemented several response and recovery work including emergency shelter support to 5,04 female-headed households in north-western districts of Bangladesh affected by the flood of 2018; emergency shelter support to Cyclone Amphan affected 14,500 families in the coastal region of Bangladesh; creation of income opportunities for the most vulnerable 8,500 people affected by the compounded impact of Cyclone Amphan and COVID19 pandemic etc.

DRRF also extended its full support to the Rohingya crisis and supported the Cox's Bazar Sub-office in implementing different activities towards the Rohingya Crisis. In response to the outbreak of the COVID19 pandemic; DRRF has taken several initiatives, including raising awareness on preventive measures, distribution of PPE among cleaning workers of 16 municipalities, implementing partners and local governments; Capacity building of Al-Markazul Islami, Bangladesh, and support to develop 19 volunteer groups in 8 city corporation for managing the burial of COVID-19 deceased; awareness-raising on the safe burial of COVID-19 deceased from different religious groups, etc. DRRF also provided an emergency fund to 32 Upazilas in 7 Cyclone *Amphan* affected districts to augment the Local Government's capacity in dealing with the COVID19 pandemic under a natural disaster scenario. The fund was utilized in arranging transportation in evacuating around 0.3 million people, cleaning about 1,400 cyclone shelters, and ensuring hand-washing facilities at more than 2000 cyclone shelters. Moreover, PPE, NFI, and dryfood at the cyclone shelters were distributed.

As a part of International capacity building for effective disaster management, DRRF has provided training to high officials of the MoDMR. Currently, DRRF has provided technical support to the Fire Service and Civil Defense (FSCD) towards its reform initiatives for its improved performance in a fire hazard and other emergencies. At present, DRRF is supporting the NRP project in formulating the International Plan for Disaster Management (NPDM) for 2021-2025 and the development of the Post-disaster Recovery Planning for Cyclone *Amphan* and Flood 2020. DRRF supports the Ministry of Disaster Management and Relief (MoDMR) in developing a data management system on "Digitalization in beneficiary Selection." It has also undertaken a joint initiative with IOM on "Disaster and Pandemic Data Management for IDPs and Migrants".

As the lead agency for early recovery, UNDP leads a Cluster Working Group comprising 23 interInternational agencies and NGOs. This decision reflects a shared understanding of the UN system and its partners of the close link between humanitarian, recovery, and development interventions. The DRRF will derive its mandate from the UNDP's role as a lead agency for early recovery at both interInternational and International levels. DRRF provides support to HCTT as Shelter and Early Recovery Cluster lead. UNDP's early recovery engagement is complemented by its close collaboration with Inter-Agency Standing Committee (IASC). In Bangladesh, too, the DRRF will work closely with IASC members, including other UN agencies and NGOs, in support of the government. The DRRF will execute in close coordination with MoDMR and its agency, the Department of Disaster Management, one of the major stakeholders of capacity building interventions under DRRF.

C. Evaluation Purpose:

Purpose:

The main purpose of the MTE is to assess progress towards the achievements of the project outputs/outcomes (as per the project result framework). Additionally, it will assess the project design and evaluate the capacity in attaining the results. MTE is expected to draw lessons learned and provide recommendations, enabling to adjust based on the findings as required.

Timing:

The Mid-term project evaluation is proposed to be conducted in June 2021, which has been agreed with project advisory board. The evaluation will cover the period from October 2018 that is beginning of the project to 31 May 2021, which is the halfway mark of the project's implementation phase.).

Utilization:

While the primary users of the evaluation results will be UNDP, but the evaluation results will also be useful to the relevant GoB ministries, development partners..

In addition, the evaluation aims at critically reviewing and identifying what has worked well and what challenges the project faced during implementation. Furthermore, it will highlight lessons learned that can contribute to future DRRF programming. The evaluation will also generate knowledge for wider uses, assess the scope for scaling up the current programme, and serve as a quality assurance tool ensuring vertical and horizontal accountability. UNDP will take into consideration the findings, conclusions and recommendations from the evaluation, prepare a systematic management response for each recommendation, and shall implement follow-up actions as per UNDP Evaluation Resource Center guidance/policies.

In view of the above, UNDP is seeking for one International consultant to conduct the Mid-term evaluation of DRRF. The evaluation will work under the overall supervision of the Deputy Resident Representative and Assistant Resident Representative, UNDP Bangladesh. Additionally, the consultant will have consultation with the iteration with the Project Manager, DRRF on a day to day basis.

D. Objectives of the assignment:

The mid-term evaluation will focus on assessing results generated by the DRRF from the beginning to the mid-point of the project implementation, based on the scope and criteria set forth in this term of reference.

The objectives of this evaluation are to:

- Assess to what extent DRRF has contributed to addressing the needs and problems identified during programme design;
- Assess how effectively DRRF has achieved its stated objective; measure how efficiently the DRRF results/outcomes and outputs have progressed in attaining the development objective and purpose of the project;
- Assess challenges and opportunities that have facilitated and/or hampered progress in achieving the project outcomes, including external factors/environment;
- Assess the extent to which the application of gender mainstreaming/equality and rights- based approach is integrated within planning and implementation of the DRRF project;
- Identify and document substantive lessons learned, good practices and also opportunities for scaling up the future DRRF project in Bangladesh;
- Provide forward-looking programmatic recommendations (for any course correction) to achieve the intended outputs that have contributing to the outcomes and indicate if the s/outcomes are on track;

The evaluation will focus on five key evaluation criteria: relevance, efficiency, effectiveness, sustainability, and coherence following the OECD evaluation criteria. The evaluation should

provide credible, useful, evidence-based information that enables timely incorporation of its findings, recommendations and lessons into the decision-making processes of UNDP and key stakeholders, as well as assess the potential of the next phase of the project.

E. Scope of Work and Timeline:

The scope of work for the International consultant of this evaluation will include but not limited to:

- Draft and finalize the inception report that will include detailed evaluation methodologies and the elaboration of how each evaluation question will be answered along with proposed sources of data, and data collection and analysis procedures;
- Design data collection tools and checklists/questionnaires;
- Collect data/information using various methods, including desk review, Key Informant Interviews, and Focus Group Discussions;
- Develop draft mid-term evaluation report;
- Organize a meeting to share draft findings with UNDP and relevant stakeholders to solicit feedback;
- Revise the draft report to address necessary feedback;
- Finalize mid-term evaluation report

Phase	Scope of work of the consultant	Number of Days	Timing
Inception Phase	This phase is meant to ensure that the consultant is fully prepared before undertaking data collection. It includes: <ul style="list-style-type: none"> • Conduct desk review of existing documents, including project document, strategies developed by the project, reports and documents developed by the project and write-ups on the project initiatives; • Draft the inception report, including detailed evaluation methodology, timeline, evaluation matrix, and data collection tools; • Develop data collection tools (i.e. KII checklists and short questionnaires); • Organize an inception meeting to solicit feedback; • Revise and finalize the inception report and data collection tools 	03 Days	Within 2 weeks of signing the contract

Data Collection Phase	<ul style="list-style-type: none"> • Conduct key Informant Interviews with the stakeholders and partners, including the Government of Bangladesh; • Consult with relevant UNDP staff, including the management; • Collect data and information through document review; • Debrief to the UNDP CO and the stakeholders on the key findings 	06 Days	Within 6 weeks of signing the contract
Reporting Phase	<ul style="list-style-type: none"> • Triangulate/ analyze findings from desk review, stakeholders interview, KIIs and FGDs; • Draft a mid-term evaluation report; • Organize a meeting to share draft findings with UNDP and relevant stakeholders to solicit feedback • Revise the draft evaluation report to incorporate comments and feedback; • Finalize and submit mid-term evaluation report 	06 Days	Within 8 weeks of signing the contract

F. Evaluation Questions:

The evaluation questions define the information that must be generated as a result of the evaluation process. The answers will provide key basis to the intended users of the evaluation in making informed decisions, taking actions or adding knowledge. Some of the tentative questions can be as follows:

Relevance: The extent to which the objective and results/outcomes of the intervention are consistent with the needs and interest of the people and the needs of the country.

- a. To what extent was the DRRF design relevant to supporting capacity development on preparedness for disaster response & recovery in Bangladesh, supporting recovery after natural and man-made disasters and emergencies, and augmenting International capacity for disaster management?
- b. To what extent was the design and strategy of the DRRF relevant to the government's priorities/plans and UN priorities in Bangladesh?
- c. To what extent was the design and strategy of the DRRF aligned with CPD (2017-2021) and UNDAF (2017-2021)?
- d. To what extent was the theory of change applied in the DRRF relevant to serve the needs of the country?
- e. To what extent did the DRRF align itself with the International Development Strategies?

Effectiveness: Extent to which the outcomes of the development intervention have been achieved

- a. To what extent has the project achieved the objectives and targets of the results framework in the Project Document - A critical analysis of the project's indicators and targets in Result Framework (attached in section 6);
- b. To what extent are the project's achievements aligned with previously implemented Early Recovery Facility (ERF) project in disaster response, resilient recovery and enhancing International capacity;
- c. What factors contributed to the achievement or non-achievement of the DRRF results/outcomes and outputs?
- d. To what extent and in what ways has ownership - or the lack of it - by the partner organizations impacted on the effectiveness of the DRRF?

Efficiency: Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results.

- a. To what extent were the DRRF outputs delivered in time to ensure high quality?
- b. To what extent has DRRF ensured value for money?
- c. To what extent were resource mobilization efforts successful? Was funding sufficient for the achievement of results? (funding analysis)
- d. To what extent and in what ways has ownership - or the lack of it - by the partner organizations impacted on the efficiency of the DRRF?
- e. To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results?
- f. How well did project management work for achievement of results?
- g. Is there a suitable M&E system adopted to monitor and support the implementation of the targeted results?

Sustainability: Probability of the benefits of the intervention continuing in the long term

- a. To what extent will the DRRF achievements be sustained? What are the indicators of sustainability for these achievements, e.g., through requisite capacities (systems, structures, staff, resources etc.)? What are the challenges and opportunities?
- b. To what extent are policy and regulatory frameworks in place that will support the continuation of DRRF?
- c. To what extent are the institutional mechanisms in place to sustain impacts of DRRF's interventions?
- d. To what extent have development partners committed to providing continuing support?

Coherence: How well does the intervention fit?

- a. To what extent do other interventions (including policies) support or undermine the intervention, and vice versa? It includes internal coherence and external coherence.

Evaluation of Cross-Cutting Issues:

Leave no one behind and gender aspects will be considered well in evaluation questions as well the evaluation process. Gender analysis, including gender-disaggregated data, need to be incorporated in the evaluation.

Leave no one behind:

- a. To what extent have the response and recovery initiative(s) of DRRF been inclusive insupporting the most vulnerable and marginalized group in the implementing area.

Gender Equality:

- a. To what extent has DRRF and other International stakeholders' capacity been strengthened in better promoting and protecting gender equality.
- b. To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- c. To what extent have the gender sensitive indicators considered in the Result Framework of DRRF?
- d. To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Way forward

- a. Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.
- b. Based on the achievements to the date, provide forward-looking programmatic recommendations for UNDP DRRF for its course correction and future programming.

G. Methodology

It is strongly suggested that the evaluation should use a mixed-method approach – collecting and analyzing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations. The consultant is expected to conduct a number of required discussions and interviews to collect information and also encouraged to review all relevant reports and documents. It includes but is not limited to desk review, Key Informant Interviews (KIIs), and Focus Group Discussions (FGDs). However, the consultant is also expected to propose and determine a sound evaluation design and methodology (including detailed methodologies to answer each evaluation question) and submit it to UNDP in the inception report following a review of all key relevant documents and inception meeting with UNDP and DRRF. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with stakeholders.

The national consultant is expected to conduct field-level data collection using KIIs and FGDs, unless the COVID-19 pandemic situation becomes severe in Bangladesh. The field level data should be collected through 3 to 4 field trips covering a total of 10-12 days. The potential locations for the field travel may include the following districts: north-western districts (e.g. Kurigram, Gaibandha, Jamalpur, Rangpur etc.), southern districts (e.g. Barisal, Barguna, Patuakhali, Khulna, Jessore, Satkhira etc.), Cox's Bazar, CHT districts, etc. - where different interventions under DRRF projects have been implemented. The national consultant shall collect qualitative and quantitative data from direct beneficiaries and relevant government and non-government stakeholders in the field.

Due to the COVID-19 pandemic, the international consultant is not required to travel to Bangladesh for field level data collection. The international consultant is expected to attend the virtual stakeholders' meetings (if any) and provide technical guidance/support to the national consultant on the field-level data collection remotely. Details of field-level data collection, including locations shall be proposed by the consultant in the inception report and will be determined during the inception phase of evaluation in consultation with UNDP and relevant stakeholders.

Methods to be used by the consultant to collect and analyze the required data shall include but not limited to:

- **Desk Review:** This should include a review of inter alia
 - Project document (ProDoc);
 - Result Framework/M&E Framework;
 - Project Quality Assurance Report (if any)
 - Annual Work Plans; Annual Reports;
 - Progress Reports of activities based on CERF and other fund;
 - Progress Reports of COVID-19 supporting activities;
 - Meeting minutes of Project Advisory Board (PAB)
 - Studies relating to the country context and situation
- **Key Informant Interviews (Semi-structured interviews)** with key stakeholders including UNDP, DRRF, Government partners, donors, UN colleagues, development partners, NGOs, local beneficiaries supported by DRRF, so on:
 - Development of the answer of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed
 - All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments of individuals
- **Focus Group Discussions** with local beneficiaries supported by DRRF in the field, including women beneficiaries.
- **Small-scale quantitative data collection** through desk review and field-level data collection required for production of the evaluation report.
- Analysis of DRRF's funding, budgets and expenditure generated from Atlas.
- Analysis and interpretation of qualitative and quantitative data available from various credible sources.
- Data review and analysis of monitoring and other data sources and methods: ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources. Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach, including the interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, stakeholders and the consultants.

Gender and Human Rights-based Approach

As part of the requirement, evaluation must include an assessment of the extent to which the design, implementation, and results of the project have incorporated gender equality perspective

and rights-based approach. The evaluators are requested to review *UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation* during the inception phase¹.

In addition, the methodology used in the mid-term evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of mid-term evaluation from which findings are consolidated to make recommendations and identify lessons learned for enhanced gender-responsive and rights-based approach of the project.

These evaluation approach and methodology should consider different types of groups in the DRRF project intervention – women, youth, minorities, and vulnerable groups.

H. Expected Deliverables

The consultant will be responsible for ensuring the following outputs/deliverables to UNDP Bangladesh as per the agreed work plan:

Inception Report:

The consultant(s) will commence the evaluation process with a desk review and preliminary analysis of the available information provided by UNDP. Based on the ToR, inception meetings with the UNDP and the desk review, the consultants should develop an inception report which will be around 5 to 7 pages in length and will elaborate evaluation methodologies, including how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and analysis procedures. The inception report will include the evaluation matrix. UNDP and DRRF will review the inception report and provide useful comments for improvement. This report will serve as an initial point of agreement and understanding between the evaluation team and UNDP/DRRF;

Draft Evaluation Report:

¹ UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation, available at http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

The evaluation report will contain the same sections as the final report and shall follow the structure outlined in Annex 3/ Evaluation Report Template and Quality Standards (Page 49-53) of Section 4/ Evaluation Implementation of UNDP Evaluation Guideline (2019)². The draft report will be reviewed by the DRRF and UNDP. The draft report will ensure that each evaluation question is answered with in-depth analysis of information and back up the arguments with credible quantitative and/or qualitative evidences.

The evaluation report will be quality assessed by UNDP Bangladesh Country Office and UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 (Page 5-11) of the UNDP Evaluation Guidelines³.

Presentation/Debriefing:

A meeting will be organized with key stakeholders including UNDP and DRRF to present findings, conclusions and recommendations.

Final Evaluation Report/Data Collection Tools/Audit Trail:

The final report will incorporate comments and feedbacks from the stakeholders including the feedback provided during the Presentation/Debriefing meeting. All comments and an evaluator's response to each comment need to be recorded in Audit Trail. Other relevant documents (i.e. data collection tools, checklists questionnaires, datasets (if any)) need to be submitted as well.

I. Price Proposal and Schedule of Payments

Consultants must send a financial proposal based on **Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if anywork is to be done outside the IC's duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per below percentages:

The expected outputs, deliverables and payment schedule is as follows:

² Evaluation Report Template: UNDP Evaluation Guidelines (2019), Section 4: Evaluation Implementation (Page 49-53), available at <http://web.undp.org/evaluation/guideline/>

³ Quality Assessment Checklist: UNDP Evaluation Guidelines (2019), Section 6: Quality Assessment (Page 5-11), available at <http://web.undp.org/evaluation/guideline/>

Deliverables/ Outputs	Estimated duration	Tentative Due Dates	Payment Schedule	Review and Approvals Required
Submission of Inception Report, including a detailed methodology note and evaluation matrix (based on meetings with the UNDP, the desk review and preliminary analysis of the available information provided by UNDP)	5 days	20 June ,2021	25%	DRRF/ Deputy Resident Representative ,UNDP Bangladesh/ Head of R&IG Cluster, UNDP Bangladesh/ M&E focal point, UNDP Bangladesh
Submission of Final Evaluation Report (including Data Collection Tools, Checklists, Questionnaires, Datasets (if any))	10 days	31 July ,2021	75%	
Total days consultant wise	15 days			

J. Travel:

An international consultant is not required to travel to Bangladesh due to the current COVID-19 pandemic. This is a home-based consultancy. While a national consultant is in charge of field level data collection, the international consultant shall be responsible for managing the overall evaluation process as a team lead, including evaluation design and implementation. S/he is expected to closely communicate with the national consultant. The international consultants are also expected to attend the meetings with the stakeholders if the meetings are conducted virtually. And the international consultant shall also provide technical guidance/support to the national consultant on the field-level data collection remotely. Detailed workplan needs to be included in the inception report and will be discussed with UNDP and key stakeholders during the inception phase.

K. Implementation Arrangement, Supervision and Performance Evaluation:

This evaluation is commissioned by UNDP Bangladesh. The Deputy Resident Representative and Assistant Resident Representative, UNDP Bangladesh will be responsible for managing the evaluation throughout the entire process and DRRF will provide necessary support in day to day operation of evaluation. The consultant will also seek technical guidance from Programme Analyst at the Resilience and Inclusive Growth cluster and M&E focal point at UNDP Bangladesh Country Office. The consultant will work under the overall supervision of the Deputy Resident Representative, UNDP Bangladesh. The mid-term evaluation report needs to be cleared by the

M&E focal point at UNDP Bangladesh Country Office and approved by the Deputy Resident Representative.

L. Evaluation Team Composition and Required Competences

The evaluation team will be comprised of one International consultant and one national consultant. The presence of the International consultant is deemed desirable given the complexity and sensitivity of some of the issues concerned, and therefore to safeguard the independence and impartiality of the evaluation.

Qualifications:

The qualifications below are for the International consultant

- A masters' degree or equivalent in disaster management, environmental management, social sciences, development evaluation, development studies/management or other relevant fields.
- At least 10 years of working experience in the field of disaster management including disaster response, recovery, capacity building and/ policy advocacy.
- Experience in conducting evaluations or assessment of programs, projects and policies in disaster management including disaster response, recovery, capacity building and/ policy advocacy.
- Possess strong analytical and writing skills, with the ability to conceptualize, articulate, write and debate about governance issues.
- Experience in implementing a range of qualitative and quantitative data collection tools and methods in project evaluation.
- Knowledge of current issues and innovation in results-oriented monitoring, including trends, principles and methodology.
- Good knowledge of UN and/or UNDP's mandate and socio-political context in the region.
- Advanced level of proficiency in both written and spoken English.
- No involvement in design and implementation of DRRF project. Any individual who has had prior involvement in design and implementation of DRRF project or those who have been directly or indirectly related to the DRRF project are not eligible for this consultancy due to conflict of interests.

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards (human rights, tolerance, integrity, respect, and impartiality);
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, Internationality and age sensitivity and adaptability.

Functional Competencies:

- Consistently approaches work with energy and a positive, constructive attitude ;
- Strong interpersonal and written and oral communication skills;
- Strong analytical skills and strong ability to communicate and summarize this analysis in writing
- Has ability to work both independently and in a team, and ability to deliver high quality work

on tight timelines.

Skills:

- Strong leadership and planning skills
- Excellent written and presentation skills (English)
- Strong communication skills
- Ability to work in the multi-cultural team environment and to deliver under pressure/meet deadlines
- Ability to network with partners on various levels
- The necessary computer skills with competence in MS office package

Evaluation Ethics

The evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’.⁴ The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

M. Evaluation of the proposals

Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the

⁴ UNEG, ‘Ethical Guidelines for Evaluation’, June 2008. Available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.

highest score out of set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Technical Criteria for Evaluation for International consultant (Maximum 70 points)

Criteria	Weight	Max. Point
<u>Technical</u>	70%	70

A masters' degree or equivalent disaster management, environmental management, social sciences, development evaluation, development studies/management or other relevant fields, or Bachelors but with 5 years of additional experience than below.	5%	5
At least 10 years of working experience in the field of disaster management including disaster response, recovery, capacity building and/ policy advocacy.	25%	25
Experience in conducting evaluations or assessment of programs, projects and policies in disaster management related programs	30%	30
Good knowledge of UN and/or UNDP's mandate and socio-political context and disaster management situation in the region.	10%	10
<u>Financial</u>	30%	30
<u>Total</u>	100%	100 points

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Financial Evaluation (Total 30 marks)

All technical qualified proposals will be scored out 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals received points according to the following formula:

$$p = y (\mu/z)$$

Where:

- *p = points for the financial proposal being evaluated;*
- *y = maximum number of points for the financial proposal;*
- *μ = price of the lowest priced proposal;*
- *z = price of the proposal being evaluated.*

DRRF Revised Result Framework

DRRF Regular Activities:

Project Strategy	Proposed Activities (Revised)	Proposed Indicators	Baseline (September 2018)	Total Target by EoP (2022)	Assumptions
Outcome 1: <i>UNDP has an effective Disaster Response and Recovery Facility to support the Government of Bangladesh.</i>		Outcome Indicators:			UNDP has a strong commitment with the Government of Bangladesh to provide support in disaster response and recovery. A full commitment of funding from UNDP and DP to the establishment of response and recovery facility.
		1.1 Amount of resources mobilized for response and recovery	113.13 million from 2007 to 2018 ¹⁹	164.28 million (113.13 m. + 51.15 m. ²⁰)	
		1.2 Number of contingency plan of DRRF developed for disaster response	No contingency plan	3 contingency plans developed and adopted	
Output 1.1: <i>UNDP has technical and operational capability to manage the Disaster Response and Recovery Facility.</i>	1.1.1 Establishment of a Project Management Unit (PMU) (8,000 USD)	Output Indicators:			Targeted UNDP staff are committed to participating in the project activities (in training and activities related to SURGE) and UNDP willing to adopting contingency plan.
	1.1.2 Strengthen the SURGE capacity (15,000 USD)	1.1.1 A set of training plan and guideline developed for UNDP SURGE team ²¹	No training plan and guideline for SURGE team (Score 0)	1 training plan and guideline for SURGE team (Score 3)	
			2 SURGE personnel (2 male) ²²	22 SURGE personnel (8 female and 14 male)	

¹⁹ DRF 32.79 m. USD + ERF 20.34 m. USD including 80 m. USD was ready from disaster response fund

²⁰ Ensured 1.15 m. USD from UNDP TRAC and 50 m. USD expected from DRRF funding window (total 51.15 m. for DRRF 2018-2022)

²¹ Scoring scale 0 to 3: a) No 'Training plan and guideline' – 0; b) Develop ToR for preparing the 'Training plan and guideline' – 1 point; c) Draft 'Training plan and guideline' – 1 point; d) Successfully adopt the 'Training plan and guideline' in training conduction – 1

²² 23 SURGE personnel were trained during the ERF project period (ERF Annual Progress Report Pp. 26). However, only 2 are active at the time of 2018.

Project Strategy	Proposed Activities (Revised)	Proposed Indicators	Baseline (September 2018)	Total Target by EoP (2022)	Assumptions
		1.1.2 Number of UNDP SURGE personnel (Female/Male) ready for deployment			
	1.1.3 Developing advocacy strategy (for better advocacy with relevant ministry and stakeholders) (15,000 USD)	1.1.3 Guideline/ Strategic paper/Action plan developed for better advocacy with relevant ministries on effective disaster response and recovery ²³	No Guideline/ Strategic paper/Action plan (Score 0)	1 Guideline/ Strategic paper/Action plan (Score 3)	
Outcome 2: <i>National capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters</i>		Outcome Indicators:			Line ministries/departments/agencies and UNDP are committed to applying their acquired capacity in disaster response and recovery.
		2.1 Number of Disaster recovery strategy/guideline developed by the government with support from UNDP	No Disaster Recovery Strategy/guidelines	3 Disaster Recovery Strategies/guidelines	
		2.2 Number of sectoral guideline on post disaster recovery assessment developed and endorsed by the relevant ministries	No sectoral guideline on Post Disaster Recovery	2 sectoral guidelines on Post Disaster Recovery developed and endorse by the relevant ministries	
		2.3 Number of guideline developed for reform and re-structure of Fire Service and Civil Defence	No guidelines prepared in earlier	2 guidelines prepared	

²³ Scoring scale 0 to 3: a) No 'Guideline/ Strategic paper/Action plan' developed – 0; b) Develop ToR for preparing the 'Guideline/ Strategic paper/Action plan' – 1 point; c) Draft 'Guideline/ Strategic paper/Action plan' – 1 point; d) Minimum 2 activities are conducted based on the 'Guideline/ Strategic paper/Action plan' – 1 point

Project Strategy	Proposed Activities (Revised)	Proposed Indicators	Baseline (September 2018)	Total Target by EoP (2022)	Assumptions
Output 2.1 MoDMR and other sectoral ministries have capacity at all levels for carrying out post disaster needs assessment, formulation of recovery strategy and plans, and mobilize resources	2.1.1 Training on Post Disaster Recovery Assessment (15,000 USD)	Output Indicators: 2.1.1 Number of people from Ministry of Disaster Management and Relief (MoDMR), Department of Disaster Management (DDM), Civil Society Organizations (CSOs), Non-government Organizations (NGOs) and other UN Organizations participating in training on Post Disaster Recovery Assessment	0 (No training conducted in earlier on Post Disaster Recovery Assessment)	90 participants (at minimum 2% should be female)	MoDMR, including DDM and other line ministries, consider the priority and use the enhanced capacity to conduct Post Disaster Need Assessment (PDNA) and prepared recovery strategy.
	2.1.2 Organization of Reform Guideline to Fire Service & Civil Defense (FSCD) (23,000 USD)				
	2.1.3 Strengthen of Recovery Coordination Capacity of GoB (20,000 USD)				
	2.1.4 Capacity Enhancement of DRROs and PIOs (15,000 USD)	2.1.2 Percentage of District Relief and Rehabilitation Officials (DRROs) & Project Implementation Officials (PIOs) & Local Government Officials who have adequate 'level of understanding' ²⁴ about Disaster Response and Contemporary Development Discourse	65% of participants have 'adequate level of understanding' on disaster response and contemporary development discourse	90 % of participants get 'adequate level of understanding' on disaster response and contemporary development discourse after the training	
	2.1.5 Innovation /Technology Transfer on disaster risk management (i. e. lightning, thunderstorm,				

²⁴**Level of Understanding:** Based on the score that participants will obtain in a short training evaluation after a capacity building event; 69 and below = "Inadequate" and 70 and above = "Adequate".

Project Strategy	Proposed Activities (Revised)	Proposed Indicators	Baseline (September 2018)	Total Target by EoP (2022)	Assumptions
	landslide, erosion, earth quake: (5,000 USD)				
	2.1.6 Establishment of an online platform on provided training to MoDMR & DDM officials (5,000 USD)				
	2.1.7 Capacity Enhancement of Volunteers (15,000 USD)	2.1.3 Percentage of volunteers who have adequate 'level of understanding' ²⁵ on the Disaster Response and Recovery	65 % of volunteers have 'adequate level of understanding' on disaster response and recovery	90 % of volunteers get 'adequate level of understanding' on disaster response and recovery	
Output 2.2 UNDP's capacity is enhanced to support coordination and foster partnership in (early) recovery and shelter sector	2.2.1 Roster for Consultants (2,000 USD)	2.2.1 Number of UNDP pre-qualified consultants ready for response and recovery operations in emergency	0	30 consultants are ready for response and recovery operation in emergency (at minimum 6 female out of 30)	DRRF-PMU including UNDP is committed to using their enhanced capacity in the coordination of early recovery and shelter sector.
	2.2.2 Development of a Communication Strategy (7,000 USD)				
	2.2.3 Formation of a simplified procurement process (2,000 USD)	2.2.2 Guideline developed and endorsed for simplification of the procurement process during the emergency ²⁶	No guideline for simplification of the procurement	1 guideline developed and endorsed (Score 2)	

²⁵ **Level of Understanding:** Based on the score that participants will obtain in a short test after a capacity building event; 69 and below = "Inadequate" and 70 and above = "Adequate".

²⁶ Scoring scale 0 to 2: a) No 'Guideline for simplification of procurement process' – 0; b) Develop ToR for preparing the 'Guideline for simplification of procurement process' – 1 point; c) Draft and endorse the 'Guideline for simplification of procurement process' - 1 point;

Project Strategy	Proposed Activities (Revised)	Proposed Indicators	Baseline (September 2018)	Total Target by EoP (2022)	Assumptions
			<i>process in earlier (Score 0)</i>		
Outcome 3: <i>Disaster affected people, community and businesses are supported; and environmental ecosystem restored, to achieve a resilient recovery for continuation of sustainable development goals (SDGs).</i>		Outcome Indicators	<i>102,716 female headed households</i> ²⁷	<i>119,996 female headed households</i> ²⁸	The requirement will arise from the government after any large scale disaster and UNDP will mobilize funds from DRRF window.
		3.1 Number of disaster-affected female headed households who directly received emergency response support after disaster to address their emerging shelter support needs			
		3.2 Number of women who obtained income generating support through “Cash for Work”	<i>26,401 women</i> ²⁹	<i>53,000 women</i>	
Output 3.1: <i>Disaster affected households, communities, businesses are supported with</i>	3.1.1 Recovery assistance to the disaster affected people (Budget from DRRF funding window)	Output Indicators:			UNDP will mobilize funds from the DRRF funding window and the government will provide priority on recovery activities. A strong and effective partnership will develop among
	3.1.2 Restoration of Community infrastructures (Budget from DRRF funding window)				

²⁷ Based on the support provided by DRF and ERF projects (‘Terminal Evaluation Report’ of DRF, Pp. 12-15 and Mid-term Review Report of ERF, Pp. 19)

²⁸ The target has been determined based on the present supporting trend of DRRF (4,320 female-head households supported by CERF budget in 2019). In 4 years (2019-2022), total target is estimated as 4,320 X 4 = 17,280 . Adding baseline value (102,716), the total target by the end of the project (EoP) is 119,996.

²⁹ ‘Terminal Evaluation Report’ of DRF (Pp. 14) and Mid-term Review Report of ERF (Pp. 19)

Project Strategy	Proposed Activities (Revised)	Proposed Indicators	Baseline (September 2018)	Total Target by EoP (2022)	Assumptions
<i>timely recovery assistance</i>	3.1.3 Assessment on Impacts of disaster on environmental ecosystems (<i>Budget from DRRF funding window</i>)	3.1.1 Number of assessment conducted on environmental ecosystems and contentment of chemical spillage/contamination	<i>1 assessment conducted on oil-spill disaster during 2014</i>	<i>2 assessments as per need³⁰</i>	government, UNDP and partner NGOs.
Output 3.2 <i>The sectoral ministries, local government institutions (LGIs), civil society, businesses and NGOs have capacity to coordinate recovery effort, continue development services and maintain social cohesion</i>	3.2.1 Technical and logistic support to LGIs (<i>15,000 USD and additional Budget from DRRF funding window</i>)	3.2.1 Percentage of local government personnel who have adequate 'level of understanding' on Disaster Response and Recovery. ³¹	<i>65% of Local Government Officials have 'adequate level of understanding' on disaster response and recovery</i>	<i>90 % of Local Government Officials get 'adequate level of understanding' on disaster response and recovery</i>	UNDP will mobilize funds from DRRF funding window. An effective partnership will develop among UNDP, Local Government agencies, Civil Society, private sectors and NGOs. Local government agencies, private sectors and local communities willing to adopt UNDP's support.
	3.2.2 Develop emergency employment facilities (<i>Budget from DRRF funding window</i>)				
	3.2.3 Engagement of the private sector (<i>10,000 USD</i>)	3.2.2 Number of business continuity plan developed for private sector (i. e. RMG, health, textile, real estate etc.	<i>No business continuity plan developed earlier</i>	<i>3 business contingency plans developed</i>	
	3.2.4 Strengthen the social inclusion (<i>10,000 USD</i>)				

³⁰ Based on the requirements and resource using from DRRF funding window

³¹ **Level of Understanding:** Based on the score that participants will obtain in a short test after a capacity building event; 69 and below = "Inadequate" and 70 and above = "Adequate".

Project Strategy	Proposed Activities (Revised)	Proposed Indicators	Baseline (September 2018)	Total Target by EoP (2022)	Assumptions
Outcome 4: <i>Effective project management, monitoring, evaluation and quality assurance services</i>					DRRF adopted a functional “M&E Framework” and conducted regular M&E related activities.
		Output Indicators:			
Output 4.1 <i>Monitoring and Evaluation</i>	4.1.1 Engagement of Monitoring and Evaluation Personnel (USD 25,000)	4.1.1 Number of periodic monitoring report prepared	0	3 monitoring reports (1 monitoring report per year)	
	4.1.2 Monitoring visits and reporting (24,000)				
	4.1.3 Conduct Project Evaluations (USD 25,000)				
Output 4.2 <i>Project Management</i>	4.2.1 PMU Staff management and salary: (USD 595,000) (older a, b, c, d, e) 4.2.2 UNDP Programme quality assurance, coordination and management (USD 81,000) (older f) 4.2.3 Conduct Annual Audit (USD 41,000) (older g) 4.2.4 PMU logistics and common Service (USD				

Project Strategy	Proposed Activities (Revised)	Proposed Indicators	Baseline (September 2018)	Total Target by EoP (2022)	Assumptions
	177,000) (older h, i, j, k, l, m, n)				

COVID19 Crisis Response – DRRF

Project Strategy	Planned Activities	Proposed Indicators	Baseline (September 2018)	Total Target by EoP (2021)	Assumptions
Outcome 5: To respond COVID-19 pandemic in Bangladesh and strengthen capacity in preparedness					Natural disaster, Restriction in Movements, project staffs and partner staffs tested with COVID-19 positive
		Output Indicators:			
Output 5.1: Capacity building of CSO in managing the burial of COVID-19 deceased (dead body management) with improvement collaborative support to the burial workers of 10 city corporations/ municipalities)	5.1.1 Capacity building of CSO for COVID-19 Dead body management support	5.1.1 Number of volunteers trained on safe burial process to provide service for dead body management	0 (no volunteers exists in earlier)	200 Volunteers	
		5.1.2 Number of Dead body Management (DBM) team operational and providing service in 10 city corporations and municipalities area for safe burial process of COVID-19 deceased	0 (no DBM team in earlier)	15 teams	
		5.1.3 Number of people directly and indirectly sensitized on the	0 (No people are sensitized in earlier)	200,000 people	

Project Strategy	Planned Activities	Proposed Indicators	Baseline (September 2018)	Total Target by EoP (2021)	Assumptions
		safe burial process of COVID-19 deceased			
	5.1.2 Provide washable and re-useable PPE for the Cleaning Workers of City Corporations/ Municipalities and Local Govt.+ UNDP Staff	5.1.4 Number of PPE provided for the Cleaning Workers of city Corporations/Municipalities, Local Government and UNDP Staffs	0 (No PPE provided in earlier)	5000	

Annex 18: Pledge of ethical conduct in evaluation



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.



ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

22/10/2021

(Signature and Date)



ETHICAL GUIDELINES FOR EVALUATION
PLEDGE OF ETHICAL CONDUCT IN EVALUATION



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- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
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