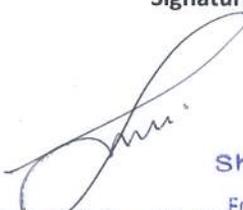


NATIONAL RESILIENCE PROGRAMME

Joint programme outcome(s): Substantial increase in resilience to disaster and reduction in disaster risk, loss of lives and livelihoods and protection of the health of persons, businesses, and communities in Bangladesh.

<p>Programme duration: 39 months</p> <p>Anticipated start/end dates: 1 May 2017 – 30 July 2020</p> <p>Fund management option(s): Pass-through</p> <p>Administrative agent: UNOPS Bangladesh</p> <p>Convening agency: UNDP Bangladesh</p> <p>P. ID - 20135 - 001</p>	<p>Total estimated budget*: USD 12,434,186</p> <p>Out of which:</p> <p>1. Funded budget: USD 12,434,186</p> <p>* Total estimated budget includes both programme costs and indirect support costs</p>
	<p>Sources of funded budget:</p> <ul style="list-style-type: none"> • DFID GBP 4,000,000 • SIDA SEK 50,000,000 • Government contribution in kind and cash - <ul style="list-style-type: none"> ○ Ministry of Disaster Management and Relief USD 344,260 ○ Ministry of Women and Children Affairs USD 324,900 ○ Programming Division, Planning Commission, Ministry of Planning USD 158,076 ○ Local Government Division, Ministry of Local Government Rural Development and Cooperatives USD 353,639

Signature



Shamima Nargis
Additional Secretary
Economic Relations Division
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<p style="text-align: center;">Signature</p>  <p style="text-align: center;">Sudipto Mukerjee Country Director, UNDP Bangladesh</p>	<p style="text-align: center;">Signature</p>  <p style="text-align: center;">Dilruba Haider Officer in Charge, UN Women Bangladesh</p>	<p style="text-align: center;">Signature</p>  <p style="text-align: center;">for: Françoise Jacob Director and Representative UNOPS, Office for Sri Lanka, Bangladesh, Maldives and Bhutan</p>
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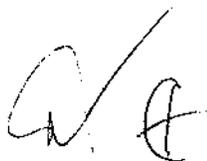
List of acronyms and abbreviations

CCA	Climate change adaptation
CDMP	Comprehensive Disaster Management Programme
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CPP	Cyclone Preparedness Programme
DCOS	Direct Country Office Support
DPHE	Department of Public Health Engineering
DDM	Department of Disaster Management
DM Act	National Disaster Management Act (2012)
DMCs	Disaster management committees
DMIC	Disaster Management and Information Centre
DRR	Disaster risk reduction
DWA	Department of Women Affairs
EGPP	Employment Generation Programme for the Poorest
ERD	Economic Relations Division
FPP	Flood Preparedness Programme
GBV	Gender-based violence
GoB	Government of Bangladesh
GRR	Gender-responsive resilience
HACT	Harmonized Approach to Cash Transfers
LGD	Local Government Division
LGED	Local Government Engineering Department
LoA	Letter of Agreement
MoDMR	Ministry of Disaster Management and Relief
MoP	Ministry of Planning
MoWCA	Ministry of Women and Children Affairs
MoLGRDC	Ministry of Local Government Rural Development and Cooperatives
NDRTI	National Disaster Research and Training Institute
NEX	National Execution Modality
NPC	National Programme Coordinator
NPDM	National Plan on Disaster Management
NRP	National Resilience Programme
JPIC	Joint Programme Implementation Committee
PCM team	Project coordination and monitoring team
PD	Project Director
PSC	Programme Steering Committee
SADDD	Sex, age and disability disaggregated data
SAR	Search and rescue
SBBA	Standard Basic Assistance Agreement
SDGs	Sustainable development goals
SFDRR	Sendai Framework for Disaster Risk Reduction
SOD	Standing Orders on Disaster
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNOPS	United Nations Office for Project Services
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VDP	Village Defence Party

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Executive Summary

This United Nations Development Programme (UNDP), UN Women, and United Nations Office for Project Services (UNOPS) joint programme in Bangladesh aims to sustain the resilience of human and economic development in Bangladesh through inclusive, gender responsive disaster management and risk informed development.

The programme will address national capacity to manage risk from natural hazards and achieving resilience against disaster and climate shocks and stresses. Due to its location on top of the junction of three tectonic plates, cyclonic storms from the Bay of Bengal and flooding from rivers originating in the Himalayas and Myanmar, Bangladesh ranks as the tenth most exposed country in the world in terms of natural hazards and the fifth most at-risk country from disasters (World Risk Report 2016). Ranking sixth out of the countries most affected by extreme weather events between 1995 and 2014 (Global Climate Risk Index 2016) and with studies predicting increases in soil salinization, rising sea levels and riverbank erosion (World Bank 2010a and 2010b), Bangladesh has further been identified as one of the countries most at risk from the negative impacts of climate change. Recent research also indicates that the country's seismic risk is higher than previously recognized, with an active subduction zone and megathrust fault placing the region at risk of an earthquake in the range of 8.2 to 9.0 on the Richter scale (Steckler et al. 2016).

Women and girls in Bangladesh have been found to be disproportionately impacted before, during and after disasters due to persistent gender inequalities, gender-based discrimination and violence, which are often reinforced, perpetuated and exacerbated by disasters. Current national disaster management systems and mechanisms are inadequate in managing risks in a gender-responsive manner, with limited leadership by women as a key gap. While mortality from disasters have been declined radically in the past decades, the impact of disasters on poverty graduation and the national economy is significant. The poorest, most marginalized and vulnerable communities are hardest hit by disasters in Bangladesh as they are repeatedly exposed to natural hazards without the means to recover in a resilient manner. 44% of households in disaster-prone areas have been affected more than once by disaster (BBS 2015), and there is a significant overlap between areas affected by disaster and pockets of extreme poverty (World Bank 2010a). At the national level, impact of natural hazards in the country has significant implications for public finance, with annual losses ranged between 1.1 per cent to 0.8 per cent of the country's GDP (UNESCAP 2016). Public and private investment is not risk-informed in a systematic, evidence-based manner.

The past decade has seen a paradigm shift in Bangladesh from disaster management to disaster risk reduction, achieved with the ownership of the Government of Bangladesh (GoB) and significant support from development partners and the UN system. However, while disaster risk management is a major feature of the country's 7th Five Year Plan and a national disaster risk governance system has been established, capacity gaps remain to ensure effective implementation. Taking into account growing government annual development budgets, its extensive portfolio of social safety nets and the likelihood of declining international aid, the proposed *National Resilience Programme* does not aim to implement local risk reduction activities at scale but will provide strategic support to enhance government capacity to do so through its own structures and programmes. Securing development gains through disaster risk management and risk-informed planning will require broad engagement across sector. Recognising this, the participating UN organizations are proposing a joint programme bringing together and empowering several GoB ministries. The joint programme will focus on developing replicable, cost-efficient and gender-responsive models for disaster risk reduction and resilience-building, in line with the Sendai Framework for Disaster Risk Reduction and the Sustainable Development Goals. The joint programme will identify opportunities to enhance existing government and civil society organization capacities in activity plans and implementation, and conduct systematic and strategic evaluation (including value for money) of programme interventions.

The joint programme focuses on developing national capacity to fill gaps in five key areas. Firstly, to improve national-level capacities for risk-informed and gender-responsive development planning. Secondly, to strengthen national capacities to address recurrent and mega-disasters in a gender-responsive manner. Thirdly, to improve the capacity of selected public institutions to achieve resilient outcomes through risk-informed, gender-responsive infrastructure systems. Fourthly, to enhance women's leadership capacities for gender-responsive nation and local disaster management decisions, investments and policies. And finally, to strengthen community-level preparedness, response and recovery capacities. By implementing the activities proposed, the outcome of the programme will be a substantial increase in resilience to disaster and reduction in disaster risk, loss of lives, livelihoods and health of men, women, girls and boys, and protection of persons, businesses and communities in Bangladesh. The programme is expected to contribute the following *resilience dividends* to human

development in the country: (a) reduced impacts of disaster events in terms of loss of lives, affected population, economic loss and damage to infrastructure, (b) faster and resilient recovery of social and community functions, key services, and businesses, and (c) ensuring that opportunities for development continue by reducing drivers of vulnerability and responding to changes and uncertainty.

The total duration of the joint programme will 39 months, of which the initial three months will function as an inception phase and the following 33 months as the main implementation phase. Due to number of partners involved in the programme, a final three months have been included as a financial closure and reporting phase. The programme will involve four Government of Bangladesh implementing partners: the Department of Disaster Management (DDM) of the Ministry of Disaster Management and Relief (MoDMR), the Department of Women Affairs (DWA) of the Ministry of Women and Children Affairs (MoWCA), the Programming Division of the Planning Commission, Ministry of Planning (MoP), and the Local Government Engineering Division (LGED) of the Ministry of Local Government Rural Development and Cooperatives (MoLGRD&C). These implementing partners will each assume overall responsibility for management and implementation for a sub-project of the programme and fulfill these responsibilities consistent with GoB policies, appointing a Project Director from within the GoB partner. Each sub-project will be partnered with a participating UN organization: the DDM and Programming Division of the Planning Commission sub-projects with UNDP, the DWA sub-project with UN Women, and the LGED sub-project with UNOPS. The participating UN agencies will provide technical advices, quality assurance and – where requested by the implementing agency - implementation support.

A Programme Steering Committee (PSC) will be formed with the participation of the MoDMR, MoWCA, MoP, MoLGRD&C and other relevant ministries. The PSC will be responsible for consensus management decisions for the programme when guidance is required, including approval of project annual work plans and programme document revisions. UNDP will manage a Programme Coordination and Monitoring team to support the implementing agencies and participating UN organizations in coordination, advocacy and reporting, under the guidance of a National Programme Coordinator (NPC). The National Programme Coordinator will, on a quarterly basis, convene the Joint Programme Implementation Committee (PIC) consisting of the Project Directors of the sub-projects and technical level focal points from the participating UN organizations to review programme progress.

The programme has been designed for a total budget of **USD 12,434,186** but with identified priority areas for expansion should additional funding be made available either from development partners or from the government of Bangladesh. UNOPS will act as Administrative Agent for the programme, with responsibility for receiving donor contributions from SIDA and Dfid, disbursement of funds to the participating UN organizations, based on Steering Committee instructions, and consolidation of periodic financial reports and the final financial report. The PCM Team of the Programme, under the guidance of the National Programme Coordinator, will be responsible for providing narrative programme reports to development partners through UNDP. Other development partners may also join to support the programme at a later stage, and resource mobilization from Government of Bangladesh external sources to scale up programme activities will be explored.

As per UN's role, UNDP, UN Women and UNOPS will continue to play a role in managing various risks including fiduciary risk, together with assurance of programme quality. A comprehensive joint monitoring and evaluation system will be in place to demonstrate accountability, track impacts and progress, and generate knowledge and advocacy messages. Based on their organizational mandates, national experience and global expertise, UNDP, UNOPS and UN Women are in a unique position to support the government and other stakeholders to address national priorities for managing risk from climate change impacts, recurrent disaster and mega disaster. The UN organizations has brought their specific, complementing technical fields of expertise – notably in risk governance, disaster risk reduction, infrastructure resilience, and gender responsiveness and equality – and pre-existing relationships with GoB agencies into the development of the joint programme. Based on these, the three agencies joined to bring strategically important GoB ministries and agencies together to develop a programme with multiministerial ownership of gender-responsive disaster risk management and resilience-building. The combined expertise of the three UN organizations ensures that the programme is not only based on climate and disaster risk management best practices, but will also be informed by poverty reduction, governance, infrastructure system, and gender equality and women's empowerment perspectives.

The programme will build on and strengthen existing mechanisms that are government owned and institutionalized from the outset. Programme implementation will be demand-driven and based on a thorough and robust assessment of the needs, capacities and preferences of all the partners and stakeholders. Elements required for long-term durable change and the

sequence in which they need to be addressed will be identified. In order to do so, the programme will at an early stage assess the 7th Five Year Plan, current Mid-Term Budgetary Frameworks, portfolio, strategic goals and organograms of the implementing GoB agencies to determine opportunities and limitations for handover and /or scaling up of programme activities. Detailed exit and handover-strategies for project results and outputs will be formulated in the initial stages of any given activity and be agreed upon together with government. Given the programme's particular focus on gender-responsive disaster and climate risk management and resilience-building, it will build these efforts on UN Women's strong partnerships with the gender equality machinery and advocates, as well as women's groups, to ensure their enhanced engagement in the disaster management architecture at the national and local level. Further, there will be an emphasis on capacity development and sensitisation on gender-responsive disaster risk management of key disaster management stakeholders at national and sub-national levels, including disaster management volunteers. This will promote the long-term sustainability as well as national and local ownership of programme interventions and gender responsive resilience more broadly.



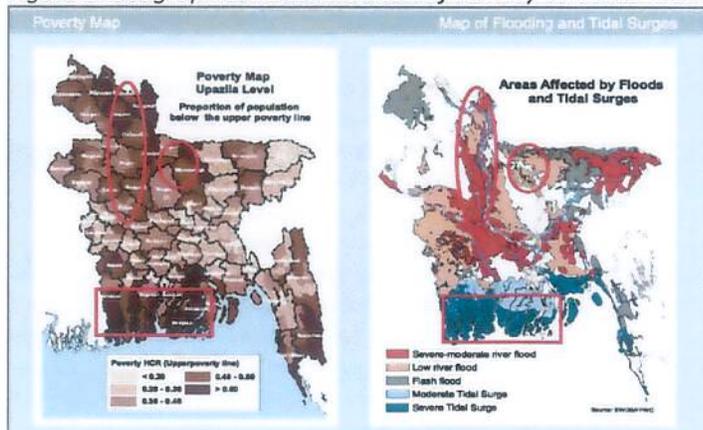
Situation analysis

Bangladesh is one of the most disaster-prone countries in the world. It is exposed to seismic risk due to its location on top of the junction of three tectonic plates, cyclonic storms from the Bay of Bengal and flooding from rivers originating in the Himalayas and Myanmar. Ranked as the tenth most exposed country in the world in terms of natural hazards and the fifth most at-risk country from disasters (World Risk Report 2016), throughout its existence the country has been shaped by the impact of both extensive (low-severity, high-frequency events) and intensive (high-severity, mid-frequency to low-frequency events) natural hazards. As a result, managing disasters and their impact has been a major area of focus for the country, with investments in disaster management decreasing disaster mortality in the past four decades to 1 per cent in 2010 compared to disaster mortality in the 1970s (EM-DAT 2015).

The disaster risk context, however, is changing. Ranking sixth out of the countries most affected by extreme weather events between 1995 and 2014 (Global Climate Risk Index 2016), Bangladesh has been identified as one of the countries most at risk from the negative impacts of climate change. This diagnosis is supported by studies projecting increases in incidence and intensity of extreme weather events and hazards such as soil salinization, rising sea levels and riverbank erosion (World Bank 2010a and 2010b). Recent research also indicates that the country's seismic risk may be higher than previously recognized, with an active subduction zone and megathrust fault placing the region at risk of an earthquake in the range of 8.2 to 9.0 on the Richter scale (Steckler et al. 2016). Women and girls in Bangladesh have been found to be disproportionately impacted before, during and after disasters due to persistent gender inequalities, gender-based discrimination and violence, which are often reinforced, perpetuated and exacerbated by disasters. However, women's contributions to disaster risk reduction are often overlooked, and current national disaster management systems and mechanisms are inadequate in managing risks in a gender-responsive manner. A key gap is the limited leadership of women as well as the engagement of the national gender equality machinery, women's groups and gender equality advocates and experts within the disaster risk management architecture and decision making of the country.

These emerging risks present major challenges to the continued human development, poverty reduction and economic growth of the country, and to the lives, livelihoods and health of its people. The poorest, most marginalized and vulnerable communities are hardest hit by disasters in Bangladesh as they are repeatedly exposed to natural hazards without the means to recover well. With the Bangladesh Bureau of Statistics' recent report on disaster statistics showing that 44% of households in disaster-prone areas have been affected more than once by disaster, it is not difficult to see why there is an overlap between areas affected by disaster and pockets of extreme poverty. Exposure to recurrent climatic disasters and repeated economic loss suffered by the most vulnerable people is directly contributing to the persistence of pockets of extreme poverty in certain areas exposed to natural hazards.

Figure 1: Geographical Concentration of Poverty vs Concentration of Climate Induced Disasters



Despite these challenges, Bangladesh has made major gains in improving the socioeconomic conditions of people's lives in recent years with positive economic trends, accelerating growth, making growth pro-poor and improving the indicators of

social progress. Having averaged 6 per cent economic growth in the past decade, the country reached lower middle income country status in 2015 and had achieved significant progress associated with five Millennium Development Goals by the same year (EM-DAT 2015). Among the key factors enabling Bangladesh's strong social development trajectory is a rapidly growing national economy. In 2015, for the first time, the value of net foreign direct investment in Bangladesh exceeded USD 2 billion (BDNews24 2016). Likewise, inward remittances by workers abroad hit an all-time high in the same year. The national budget for the fiscal year 2016/17 – at 3 trillion Bangladesh Thaka (USD38 billion) – is the largest so far in the country's history, with one fourth of the annual development portion going to large-scale infrastructure projects intended to boost economic growth further (Financial Express 2016). As an ascending middle income country (MIC), the country has entered a new development context with a growing asset base and connectedness to global markets.

However, the country's economy is at risk of growing loss and damage due to disaster events and climate stresses. The country is losing a large amount of its gross domestic product (GDP) each year due to these events making the economy more vulnerable and unpredictable. The impact of natural hazards in the country has significant implications for public finance: increasing expenditure and simultaneously reducing domestic revenue. Between 1970 and 2013, the country reported over USD180.3 million (in constant 2005 US dollars) in economic losses from natural disasters, while it has been reported that losses are at least 50 per cent higher than nationally-reported figures. The latest figures indicate that the total economic losses for the country for the ten-year moving average period of 2005-2014, would be around USD285.4 million. When economic losses were measured as a percentage of the country's GDP, losses ranged between 1.1 per cent to 0.8 per cent (UNESCAP 2016).

Not surprisingly for a country traditionally dependent on an agrarian economy, there is a high level of awareness of economic loss caused by disaster in the agricultural, fisheries, livestock and land sectors (see table 1). Less widely recognized are the losses caused in the industrial sectors – such as the USD3 million dollar loss per-day in the ready-made garments sectors caused by the 2004 floods (PriceWaterhouseCoopers 2013) – and the risk posed by the threat of earthquakes. In addition to causing a devastating death toll, a major earthquake will also lead to large economic losses. A 2009 risk assessment highlighted that in the event of an earthquake greater than 7 on the Richter scale, significant damage would be caused to an estimated 376,000 structures in Dhaka, Chittagong and Sylhet, producing 96 tonnes of debris (MoDMR 2009).

In the event of a major earthquake, urban industrial production facilities and road networks are highly likely to be damaged or blocked by debris, and lengthy disruption of business would be expected. With the urban private sector being the major driver of national economic growth, protracted disruption of production due to the shock of a major earthquake would have a significant, long-lasting negative impact on national economic growth and poverty reduction.

Table 1: Disasters, years, losses and affected sectors, Bangladesh, 1986–2015

Disaster events	Years	Losses (medium/high) and affected sectors
Storm surge	2006, 2007, 2008, 2009, 2011, 2013	High: Human, Fisheries, Land, Health, Housing, Infrastructure; Medium: Agriculture, Livestock, Communication.
Cyclone	2004, 2005, 2006, 2008, 2009, 2010, 2011, 2013	High: Human, Agriculture, Land, Health, Housing, Infrastructure, Communication; Medium: Fisheries, Livestock, Cattle.
Flood	1986, 1987, 1988, 1995, 1998, 2004, 2009	High: Human, Agriculture, Infrastructure; Medium: Fisheries, Livestock, communication.
Storm wind	2004, 2005, 2006, 2008, 2009, 2010, 2011, 2013, 2014, 2015	High: Human, Agriculture, Infrastructure; Medium: Fisheries, Livestock, communication.
Salinization	2006, 2007, 2008, 2009, 2011, 2013	High: Land, Fisheries, Agriculture, Health, Infrastructure; Medium: Agriculture, livestock
Seasonal drought	2004, 2005, 2006, 2008, 2009, 2010, 2011, 2013, 2014, 2015	High: Human, Agriculture, Land; Medium: Livestock

Programme justification

In this disaster and climate risk context, Bangladesh faces a number of challenges to sustaining its development gains and continuing poverty reduction efforts:

- *Weak understanding of disaster risk and limited availability of risk information in planning and investment*

As illustrated above, climate change and recurring disasters are causing large losses and damage to livelihoods, assets and economic growth. In the Bangladesh context, the risk of disaster shocks and natural hazard and climate induced stress is unavoidable for any investment or project. As an ascending middle income country, Bangladesh will see a growing number of development gains, businesses and public investments exposed. Monitoring climate variability and disaster impacts will be essential in order to report on progress according to national and international development drivers such as the Seventh Five-year Plan (7FYP), the Sustainable Development Goals and the Sendai Framework for Disaster Risk Reduction, but capacity to do so remains limited both in terms of data collection and targeting.

Ability to integrate disaster and climate risk in public planning processes is limited at all levels; from the line ministry planning wings who formulate projects under the Annual Development Plan, to the planning commission professionals who appraise projects before approval (General Economics Division 2012). There is a lack of supporting structures for applying a disaster and climate risk informed approach. Ministry planning professionals report limited access to reliable data in the project formulation stage (Ministry of Finance 2010) in general and, although the knowledge base on disaster and climate change in Bangladesh has been expanded through the Comprehensive Disaster Management Programme (CDMP), the information is not available in an easily actionable format in a central virtual location. There is also a lack of analysis of disaster and climate risk to specific sectors and a lack of investment by the associated line ministries. Moreover, the large majority of planning professionals have never received training on the topic (General Economics Division 2012) and, while climate and disaster have recently been included as issues to be considered in the project document template¹ of the government, capacity development for planners to be able to do so has been limited. A similar lack of understanding exists in the private sector² where incentives for investing in disaster preparedness and risk reduction are even fewer.

- *Key gaps in existing capacity for disaster preparedness for effective response and resilient recovery*

The past decade has seen the development of a comprehensive disaster risk governance and institutional architecture in Bangladesh, with a number of mandated public and volunteer institutions and organizations with mandated roles and responsibilities for disaster preparedness and response. However, this system remains largely gender and disability blind and there is a lack of disaggregated data to inform it. Moreover, with a changing risk context, gaps in the architecture – both regulative and in terms of capacity – have become more apparent.

Firstly, the twin developments of rapid urbanization and increasing knowledge of the seismic hazard exposure of Bangladesh has led to the realization that the country's national preparedness for a large-scale earthquake is inadequate. The present system for disaster preparedness and response remains untested in the face of high-impact disaster in general, and the specific technical capacities for earthquake risk preparedness and response are not yet well developed. While the country has a number of professional and voluntary institutions with large human resources to deploy in disaster response, they lack skills and knowledge about earthquake response in particular. Similarly, while the Standing Orders on Disaster (SODs) were developed with a multi-hazard approach, the risk of major earthquake was severely underestimated at the time.

Secondly, as shown by the recent Bangladesh Bureau of Statistics report on disaster impacts, there is a clear correlation between an area's exposure to natural hazards and disasters and under-performance on development indicators. The toll of recurrent small and medium scale disasters on household finances and public investments in exposed areas are undermining livelihoods and development gains. Responsibility for disaster recovery rests with line ministries whose personnel have limited knowledge and tools for systematic, resilient recovery planning and implementation. Likewise, the Ministry of

¹ Development project/Programme proforma, passed November 2016

² Reported by participants at the Bangladesh Resilience Dialogue for Private Sector, 7 October 2015

Disaster Management and Relief and the Department of Disaster Management (DDM), responsible for monitoring recovery and providing advisory services to the line ministries, remain constrained by a lack of resources and specific expertise.

- *Women and girls are disproportionately vulnerable to disasters and climate change, and less empowered to improve their resilience*

While natural hazards do not discriminate, their impacts do not fall equally in society and certain social groups are hit harder, for example, women, girls, the poorest, most vulnerable and marginalized groups, and those residing in more climate-affected disaster-prone geographical locations. Furthermore, these groups have lower resilience in adapting to and recovering from disasters. Women and girls in Bangladesh have been found to be disproportionately impacted before, during and after disasters due to persistent gender inequalities, gender-based discrimination and violence, which are often reinforced, perpetuated and exacerbated by disasters. Pre-existing gender inequalities and women and girls' resultant lower resilience mean that they face greater barriers in responding and adapting to, as well as recovering from disasters. Studies show that, due to their lower levels of preparedness and restrictive gender norms, women and children are 14 times more likely to die from or be injured in a disaster than men (Peterson 2007; Neumayer and Plümper 2007). Gender-based differences related to disaster risk feature in two main areas:

- capacities for risk reduction, preparedness, handling crisis situations, survival in facing adversity and post-disaster recovery; and
- vulnerabilities (susceptibility to risk), including: loss of life, shelter and livelihoods; and increased gender-based violence, during and in the aftermath of disasters (IAP Stakeholder Group et al. 2016).

Women's increased levels of poverty compared to men have been noted as a key determinant of their disproportionate vulnerability (Oxfam 2008). Their lack of ownership, control and access to resources and productive assets compared to their male counterparts is another contributing factor, along with discriminatory land rights and inheritance practices against women (Sultana 2014). Further, women's status and lower valuing in society means that women tend to have a lower caloric intake than the rest of the family (World Food Programme 2012), their health and sanitation needs often go unmet and violence against women increases in times of disaster and hazards. Women have fewer livelihood opportunities, especially in remote climate-affected areas and are paid less for the same day's work as their male peers (Ahmed et al. 2015). These inequities contribute to women's higher risk and increased vulnerability compared to men.

Women's contributions to disaster risk reduction are often overlooked and their leadership in decision-making about disaster management at the local and national level, as well as in building community resilience remains disregarded. As further reaffirmed during the consultations for this programme, current national disaster management systems and mechanisms are inadequate in managing risks in a gender-responsive manner. Despite regular and accurate recording of disaster events, the collection of gender, age, sex and disability disaggregated data still lags behind in Bangladesh, further limiting risk-informed national planning and mainstreaming the disaster risk reduction management process. There is limited engagement of the national gender equality machinery (Department of Women Affairs, Ministry of Women and Children Affairs), women's groups and gender equality technical experts within the disaster risk management architecture of the country. Hence, there are limited formal structures and support in place for the gender equality machinery, women's organizations and gender equality advocates to contribute systematically to risk-informed gender-responsive policy, planning, implementation, monitoring, assessments and budgeting for disaster management.

- *Siloed, risk-blind infrastructure systems development*

Infrastructure systems are a central pillar for sustainable and resilient development and a critical asset for protecting the lives and livelihoods of people in Bangladesh. There is growing global and national recognition that while natural hazards cannot be prevented, more can be done to strengthen resilience, particularly in those areas reliant upon infrastructure systems such as flood management controls. A major problem for Bangladesh is that infrastructure tends to be viewed more as the construction of single assets and is generally compartmentalized within specific ministries and departments. While there are agencies (World Bank 2010) with specific mandates to ensure compliance with specific standards, including building codes, it is often difficult for them to provide the necessary quality assurance oversight, let alone have the

disaster events, provide a safety net to meet basic needs during shock events and build adaptive capacity by promoting sustainable, resilient livelihoods (UNDP 2016). If applied to the large social protection programmes implemented by government, the adaptive social protection approach has the potential to *transform* these programmes to deliver resilience benefits on a nationally-significant scale. While there is existing GoB will to implement this kind of transformation, the technical expertise and evidence base on how to do this in practice is lacking.

Strategies, lessons learned and the proposed joint programme

Against this background, it is clear that in order to sustain human development, economic growth and poverty reduction in Bangladesh, it is of utmost importance to manage and reduce the risk of disaster and build resilience in the country to shocks and stresses induced by natural hazards and the climate, with a focus on integrating gender equality and empowering women and girls.

The importance of these issues is reflected in a clear national commitment to the government's Seventh Five-year Plan (7FYP) and to the global frameworks, including: the Sustainable Development Goals (SDGs); the Sendai Framework for Disaster Risk Reduction; the Paris Agreement on Climate Change; the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW); and the Beijing Platform for Action. As a follow-up to the Sendai framework at the regional level, the Hanoi Declaration on Gender and Disaster Risk Reduction was adopted at the Regional Asia and the Pacific Conference on Gender and Disaster Risk Reduction in May 2016 and the Delhi Declaration on Disaster Risk Reduction was adopted at the Asian Ministerial Conference on Disaster Risk Reduction in November 2016. Within the United Nations system, it is recognized through the United Nations Development Assistance Framework (UNDAF) 2017-2020 third outcome:

Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.

This is mirrored by a commitment by development partners expressed through ratifications of the global frameworks and policies such as the UK Parliament International Development Gender Equality Act (2014) and commitments on disability (2015) and disaster resilience (2011) and the Swedish Foreign Service action plan for feminist foreign policy 2015-2018.

In this context, the institutional landscape for disaster risk reduction and resilience building is characterized by a number of actors and investments (see annex 2 for an overview):

- The Government of Bangladesh (GoB) itself, following ten years of the Comprehensive Disaster Management Programme, has adopted disaster risk reduction as a key element in its Seventh Five-year Plan and disaster management strategic objectives (see annex 3 for a summary of key government objectives on disaster risk management). Institutionalized programmes, such as the Cyclone Preparedness Programme, remain a government priority. However, despite a will to invest in disaster risk management there are key gaps, for example, the resilience of infrastructural investments such as the bridges and culverts programme (rural risk-reducing small infrastructure), embankment development and other rural infrastructure is limited, while a national government non-structural disaster risk reduction project is still being developed. Furthermore, there is substantial scope to strengthen efforts for effective development and implementation of gender-responsive policies and programmes and to increase the leadership and engagement of women, gender equality machinery, advocates and experts in disaster management decision making bodies from local disaster management committees to the national machinery for disaster management;
- Support from development partners in climate change adaptation through a variety of programmes, such as: the recently approved Sida- and EU-supported LoGIC project (local government climate adaptation initiatives); the Dfid-supported National Urban Poverty Reduction Programme (climate-resilient urban community infrastructure); Sida, Dfid and Giz-supported the Inclusive Budgeting and Finance for Climate Resilience in Bangladesh (mainstreaming climate into national finance processes); and the JICA-run Urban Building Safety Project (retrofitting, rebuilding and relocation for building safety in Dhaka metropolitan area and Chittagong City);
- Investment from multilateral funds in resilience-building to natural hazards and climate change impacts, such as the Urban Resilience Programme (operational readiness, risk-informed urban development and infrastructure

improvement for earthquake resilience) and the Climate Resilient Infrastructure Mainstreaming project (climate change adaptation through construction/retrofitting of cyclone shelters and construction of access roads);

- Support from the United Nations system, development partners and other actors in preparedness for disaster response and recovery, such as the Dfid-supported Joint L3 preparedness programme (preparedness of the humanitarian cluster systems for mega disaster) and piloting by International Federation of Red Cross and Red Crescent Societies (IFRC) of forecast-based financing.

Lessons learned:

Bangladesh has a long history of managing risk from natural hazards, climate variability and disasters, and a number of key lessons have been learned in the past decade. These include:

- While at-scale disaster management and response, disaster risk reduction, early warning systems and health programmes successfully reduce mortality due to disaster in Bangladesh, damage due to disaster is continuing to rise, having increased tenfold since the 1970s (EM-DAT 2015). This trend may be expected to continue in the context of Bangladesh's economic growth, if private and public investment remains risk blind and hydrometeorological disasters intensify as climate change models are predicting. The potential for a major earthquake also poses significant additional risk in terms of loss of life, affected population and consequences for the national economy. These are issues which cannot be managed solely through improving existing national systems for disaster risk management but must also be addressed by building resilience against natural hazard and climate induced shocks and stresses in all sectors;
- Effective advocacy for mainstreaming disaster and climate resilience and applying risk-informed planning approaches – a necessity for building national disaster resilience – requires time and engagement at sufficiently senior levels. The example of the Comprehensive Disaster Management Programme (CDMP), which funded disaster risk reduction and climate adaptation projects in 13 partner ministries, has shown that without this, engagement remains limited to project level and is unlikely to lead to changes in institutional policy and ways of working. Similarly, engaging with line ministries may be more efficient if initiatives support disaster and climate resilience building through existing government programmes, such as the social safety nets, rather than through stand-alone projects;
- Even with project investment in advocacy, sustaining disaster and climate mainstreaming and risk-informed development across sectors and in line ministries beyond the project lifespan is challenging unless there are supporting institutional incentives and demands. Experience from the Poverty, Environment and Climate Mainstreaming Project (PECM) has shown that working directly with the government ministries and agencies responsible for public investment and planning provides opportunities for building climate and disaster resilience by including these issues in government planning practices and regulations;
- Gender responsiveness is included across strategies and plans for climate change adaptation and disaster risk management in Bangladesh. However, there is substantial scope to strengthen efforts to develop and effectively implement gender-responsive policies and programmes. Key recommendations from the final evaluation of the first United Nations gender and climate project in Bangladesh, Reducing Vulnerability of Women Affected by Climate Change through Livelihood Options (2011-2015), a UN Women project supported by the Embassy of Norway, included:
 - Ensure diversified targeting of women, considering marital status, head of household, ethnicity and religion;
 - Promote more non-traditional, non-homestead-based livelihood options for women;
 - Promote women's participation and leadership in local-level disaster management committees (DMCs) and work with these committees to ensure gender responsiveness and an enabling environment for women members;
 - Enhance women's representation and leadership at all levels of climate change adaptation and disaster risk management for transformational change;

- Focus on prevention and response to gender-based violence in disaster-prone areas;
 - Focus on ensuring gender-responsive infrastructure, for example, maternal and reproductive health facilities and gender-based violence services; and
 - Ministry of Women and Children Affairs to take the lead on mainstreaming gender equality in the agenda and actions on climate change adaptation and disaster risk management;
- Operationally, the sequence and timing of activities must be realistic, taking into account the timeframe of the project, including the time needed to make major investments sustainable before project closure. In the CDMP, over-allocating funds to the Local Disaster Risk Reduction Fund led to an over-emphasis on delivering quantity over quality, which reduced the effectiveness of the interventions in some cases. Likewise, not all of the project's late-stage activities, such as training urban and flood preparedness volunteers, were given adequate time to ensure they were institutionalized. The lesson learned is that delivery scale must be matched by an adequate project set-up and that institutionalization must start at the beginning of each activity, not at the end. In a time-bound capacity-building project, an exit strategy to transfer technical skills should be put in place at the beginning of the project;
 - There is need for more robust monitoring and evaluation processes to build evidence bases on what works or does not work, and how it works or does not. This includes not only lessons for replication but also gender analysis, value for money analysis and formulating clear policy recommendations.

The proposed joint programme

Considering national and local vulnerability to stresses and disaster shocks induced by natural hazards and climate, the disaster and climate resilience institutional landscape, and the lessons learned from past initiatives, a joint United Nations *National Resilience Programme (NRP)* is proposed by UNDP, UNOPS and UN Women.

Taking into account growing government annual development budgets, its extensive portfolio of social safety nets and the likelihood of declining international aid, the National Resilience Programme does not aim to implement local risk reduction activities at scale but will provide strategic support to enhance government capacity to do so through its own structures and programmes. The programme will focus on developing replicable, cost-efficient and gender-responsive models for disaster risk reduction and resilience-building. This principle underpins the selection of project activities and will continue to do so during their implementation. This will involve identifying opportunities to enhance existing government and civil society organization capacities in activity plans and implementation, as well as systematic and strategic evaluation (including value for money) of project interventions.

The programme will use the United Nations Development Group (UNDG) definition of resilience which is:

...the ability of men and women, households, communities, cities, institutions and societies to respond positively, efficiently and effectively when faced with shocks and stresses, while maintaining an acceptable level of functioning and without compromising long-term prospects for sustainable development, peace and security, human rights and well-being for all.

It will focus on building resilience to natural hazard and climate induced disaster shocks and stresses.

The goal of the joint programme is:

To sustain the resilience of human and economic development in Bangladesh through inclusive, gender responsive disaster management and risk informed development.

By implementing the activities proposed, the outcome of the programme will be a substantial increase in resilience to disaster and reduction in disaster risk, loss of lives, livelihoods and health of men, women, girls and boys, and protection of persons, businesses and communities in Bangladesh.

The joint programme will be implemented over a 39-month period, of which the initial three months will function as an inception phase, the following 33 months as the main implementation phase and the final three months as the financial closure phase (see annex 4 for the implementation schedule).



Programme principles adopted to achieve agreed outcomes

In order to achieve this outcome, the following principles have been adopted for the programme:

- **National ownership:** Recognizing that the state bears the primary responsibility for disaster risk reduction, that there is substantial national capacity for disaster risk management and that national ownership is a key element in achieving sustainable results, the programme will be implemented using a national implementation modality. The adoption of this implementation modality places the government at the head of programme governance and guidance, with the aims of:
 - ensuring alignment with national policies and structures;
 - further enhancing national understanding of disaster risk reduction and resilience; and
 - leveraging opportunities for government programmes to adopt, institutionalize and scale up resilience models and outputs generated by the National Resilience Programme.
- **Building understanding of disaster risk to promote investment in disaster risk reduction and resilience:** Building resilience to disaster and climate shocks and stresses cannot be achieved just through disaster risk reduction and disaster management. It must also be addressed through risk-informed investment, planning and post-disaster recovery across a range of sectors. Disaster and climate change risk, disaster risk reduction and resilience as concepts are still not consistently understood or applied by government, private sector or civil society stakeholders in Bangladesh. The National Resilience Programme should provide the thought leadership and guidance for applying disaster risk informed and resilience-centred approaches within the humanitarian, disaster risk reduction and development contexts. To that end, the project will engage with a range of stakeholders through its technical activities, as well as convene and facilitate a high-level Resilience Dialogue Network for knowledge exchange and advocacy targeting government, civil society organization and private sector decision makers (see page 28 for further description).
- **Strategic multi-ministerial engagement:** Securing development gains through disaster risk management and risk-informed planning will require an all-of-society approach and broad engagement across government sectoral and ministerial lines. Some – albeit varying – understanding of disaster risk reduction and climate change adaptation was established in a range of government line ministries through the CDMP and other projects in the past decade. However, some issues persist:
 - limited understanding of disaster risk and risk governance in certain sectors of government (for example in rural infrastructure planning and industrial development);
 - capacity gaps in ministries whose mandates make them vital in ensuring truly inclusive disaster risk reduction and resilience building (such as the Ministry of Women and Children Affairs), and
 - unused potential for mainstreaming approaches based on disaster and climate risk awareness in national planning processes.

Accordingly, the National Resilience Programme will strategically engage the following ministries as government cooperating agencies:

- the Ministry of Disaster Management and Relief (MoDMR) due to its mandate, expertise and structure for disaster risk management and implementation of the Sendai framework;
 - the Ministry of Planning (MoP), specifically the Planning Commission, due to its responsibility for the country's overall socioeconomic planning and financial policies, including the approval of all government revenue and development programme projects;
 - the Ministry of Women and Children Affairs (MoWCA) due to its mandate for ensuring the rights and supporting the empowerment of women;
 - the Local Government Division (LGD), due to its administrative and technical responsibility for rural infrastructure planning and construction.
- **Accountability and empowerment of partners:** In order to enhance the positive effects of national ownership mentioned in the first point, these four government entities will be empowered as equal implementing partners within the programme, under the strategic leadership of the Ministry of Disaster Management and Relief. It is the

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intention that this multi-ministerial empowerment lays the basis for a more advanced all-of-government approach to disaster risk reduction and resilience in the larger context of the Sendai framework implementation period (2015-2030). Accordingly, project governance and coordination mechanisms are structured in such a way as to reinforce mutual accountability, consistent decision-making and active involvement of all partners.

- **Gender-responsive programming and management:** The importance of integrating gender equality into disaster risk management and climate change adaptation programming has been recognized in international normative frameworks to which the Government of Bangladesh is a signatory. The guiding principles of the Sendai Framework for Disaster Risk Reduction (2015–2030) call for:
 - ...a gender, age, disability and cultural perspective in all policies and practices; and the promotion of women and youth leadership; in this context, ...women and their participation are critical to effectively managing disaster risk and designing, resourcing and implementing gender-sensitive disaster risk reduction policies, plans and programmes; and adequate capacity building measures need to be taken to empower women for preparedness as well as build their capacity for alternate livelihood means in post-disaster situations.

This is further in line with CEDAW, the Beijing Platform for Action and the Sustainable Development Goals, and was further emphasized in the Delhi Declaration adopted at the Asian Ministerial Conference on Disaster Risk Reduction in November 2016. Overall, as emphasized in the Sendai framework, there is a need to support the enhancement of women's resilience, increase women's leadership and participation in disaster management, and innovate with new ways to help women secure sustainable livelihoods. In line with the above, the National Resilience Programme will be promoting gender equality and women's empowerment in disaster management and resilience.

- **Complementarity and coordination:** The recognized exposure and vulnerability to natural hazards and climate change impacts of Bangladesh has led to considerable investment by development partners, multilateral funds and the government itself in disaster risk reduction and climate change adaptation. The National Resilience Programme seeks to complement other major climate and disaster resilience building efforts currently being planned or implemented. Activities, locations and beneficiary groups have been selected so as to fill in gaps in current programming and contribute to transformative change in policy and practice. However, the programme will further seek to ensure synergy with other projects and programmes throughout the implementation period. In addition to bilateral communication with other actors, the programme will also facilitate dialogue and exchange through activities associated with the Resilience Dialogue Network.

Added value of each United Nations partner to the joint programme outcomes

Based on their organizational mandates, national experience and global expertise, UNDP, UNOPS and UN Women are in a unique position to support the government and other stakeholders to address national priorities for managing risk from climate change impacts, recurrent disaster and mega disaster. The UN organizations has brought their specific, complementing technical fields of expertise – notably in risk governance, disaster risk reduction, infrastructure resilience, and gender responsiveness and equality – and pre-existing relationships with GoB agencies into the development of the joint programme. Based on these, the three agencies joined to bring strategically important GoB ministries and agencies together to develop a programme with multiminsterial ownership of gender-responsive disaster risk management and resilience-building. The combined expertise of the three UN organizations ensures that the programme is not only based on climate and disaster risk management best practices, but will also be informed by poverty reduction, governance, infrastructure system, and gender equality and women's empowerment perspectives.

The United Nations Development Programme (UNDP) has been a key partner to the Government of Bangladesh in transforming the country's disaster management paradigm by supporting policy formulation, capacity building for disaster risk reduction and supporting research and risk assessments at both national and local level over the last four decades. Through its Early Recovery Facility, UNDP has supported the government in developing capacity on early recovery approaches. UNDP coordinated input from development partners and United Nations agencies for the government's Seventh Five-year Plan chapter on climate change and resilience, and has been working with the planning and finance ministries on climate change informed planning and budgeting. Building on its existing expertise and partnership with the Government of

Bangladesh, UNDP has particular strengths in: providing supporting expertise for risk-informed planning and risk governance; supporting local-level adaptation and risk reduction; strengthening preparedness for response and resilient recovery at a national scale; and building capacity for policy development and implementation. Through its Inclusive and Resilient growth portfolio, UNDP will facilitate knowledge exchange and capitalization of synergies between the National Resilience Programme and other major projects related to climate, disaster, and poverty reduction, such as the National Urban Poverty Reduction Programme, LoGIC, and IBFCR.

UN Women has a mandate to promote, coordinate, strengthen accountability for and monitor the work on gender equality and women's empowerment across the United Nations system in the country. Over the past four years, UN Women has led research and piloted interventions to increase evidence on how gender inequality drives vulnerability and marginalization and to determine ways in which achieving gender equality can lead to a more resilient and empowered Bangladesh. Based on their research, stakeholder consultations and reviews of interventions in climate-vulnerable zones, UN Women and its partners have pinpointed critical gaps in current disaster risk reduction knowledge and practice in Bangladesh. The key expertise of UN Women for the National Resilience Programme will be to support effective integration of gender equality issues across all components and explicitly across all programme intervention areas. The added value of the gender equality dimension will result in gender-responsive and risk-informed approaches to all processes in the programme: disaster risk reduction monitoring design; planning; policy; institutional structure; infrastructure; implementation; monitoring and evaluation; and budgeting. UN Women's partnerships with the gender equality machinery and women's networks in Bangladesh will be important in guiding the direction of the National Resilience Programme.

The UN Office for Project Services (UNOPS) is mandated as the central resource for infrastructure within the United Nations system, with expertise in providing technical assistance and advice to governments and other partners on complex infrastructure and resilience solutions. UNOPS is supporting institutions such as the Local Government Engineering Department (LGED), the Planning Commission physical infrastructure division and the Dhaka Capital Development Authority (RAJUK) in strengthening their planning, technical and operational capacities to deliver safer and better infrastructure. UNOPS focuses on promoting a holistic resilience pathways framework to influence resilience in complex settings in the country. For the National Resilience Programme, UNOPS will help build vital baselines for understanding the current capacities and gaps in resilient infrastructure within key government ministries and departments and for identifying initiatives in promoting resilient infrastructure. Moreover, UNOPS will contribute by developing programmatic solutions for:

- promoting improved understanding of climate-smart infrastructure within the key ministries;
- integrating failure analysis and build-back-better approaches; and
- strengthening government capacity to implement integrated infrastructure systems across key infrastructure systems and larger-scale investments.

UN coordination

The UN Economic and Social Council dialogue on the 2016 Quadrennial Comprehensive Policy Review of the United Nations system operational activities (General Assembly resolution 67/226) provides a critical opportunity to chart the course for the United Nations Development System in a more coordinated, coherent and gender-responsive manner. This signifies urging it to advance disaster risk management and resilience, as well as gender equality and women's empowerment by strengthening: its accountability; inter-agency coordination and collaboration; capacities; joint programming; monitoring and evaluation; resource allocation; and expenditure. For the system to be "fit for purpose" and fulfil the Sustainable Development Agenda 2030, it needs to build on and scale up coordination and coherence towards a path of integrated thinking, planning and operating, to achieve collective outcomes. This joint programme will contribute to all of the above aspects. It will contribute to, coordinate with and share its lessons or good practices through the first outcome area of the Bangladesh UNDAF 2017-2020 on "People – All people have equal rights, access and opportunities" and the second outcome area on "Planet – Sustainable and resilient environment". The proposed activities and results for this joint programme are aligned with and complementary to other ongoing actions being carried out in Bangladesh by the Government of Bangladesh, United Nations agencies, development partners, international and local non-governmental organizations, civil society organizations, academia and the private sector. It is guided by substantive consultations conducted with multiple stakeholders representing these entities. Results from these ongoing efforts will facilitate and strengthen an enabling environment for the joint programme to be more effective and sustainable. This joint programme will also consult,

coordinate and share information with relevant local consultative groups (LCGs),³ including the working groups on the environment, disaster and emergency response and on women's advancement and gender equality. The National Resilience Programme will play a catalytic role in ensuring policies are coordinated and results are complementary. Where relevant, the joint programme will also make sure it consults and coordinates with the humanitarian action cluster system in Bangladesh.

Division of labour within the programme

Within the programme, the participating United Nations organizations will assume the following roles:

Table 2: Division of labour within the National Resilience Programme

Participating UN organization	Management and coordination role	Implementation role
UNDP	Convening agency (see section on management and coordination arrangements)	Partnered with MoDMR and DDM, and MoP and Programming Division of the Planning Commission in implementing activities
UN Women	Advisory role on gender mainstreaming in the programme	Partnered with MoWCA and DWA in implementing activities and coordinating with other government agencies on gender mainstreaming
UNOPS	Administrative agent (see section on fund management arrangements)	Partnered with LGED, LGD in implementing activities

Key cross-cutting concerns

Gender equality

Progress towards gender equality is a central priority concern of the National Resilience Programme. Gender equality and the empowerment of women and girls will not only be the focus for specific activities but will be mainstreamed throughout the programme to ensure its overall gender responsiveness. In order to enable sustainable and transformative change in relation to disaster management and resilience, the programme will address both key practical gender needs and longer-term strategic gender interests. Practical needs include: women's participation in disaster risk reduction committees; provision of women-friendly spaces; social protection and income generation opportunities for women; and women's access to information. The strategic gender longer-term interests include: women's participation in the gender equality machinery and women's groups on disaster risk management architecture; gender-based violence response and prevention; gender sensitization among disaster risk management stakeholders; capacity development of gender equality machinery and women's groups on disaster risk management; women's leadership in disaster risk management decision making at all levels; women's economic empowerment and opportunities for non-traditional transformative and sustainable livelihoods; women's local community-level mobilization; gender responsive policy, planning and budgeting; gender analysis and disaggregated data; and media messaging on gender-responsive resilience.

Disability

Despite the call for the rights and participation of persons with disabilities in the United Nations Convention on the Rights of Persons with Disabilities and the recognition of disability inclusion in the Sendai framework, existing systems at national, regional and global levels still fail to ensure the participation, inclusion and mainstreaming of persons with disabilities in decision-making processes within disaster risk management. In recognition of the disproportionate vulnerability of people with disabilities and their households, the current programme will consider disability and including people with disabilities as a cross-cutting issue. In order to support the mainstreaming of this issue across the programme, activities will be

³ Members include representatives from different government ministries, bilateral and multilateral development partners, academics and UN agencies. The local consultative groups aim at ensuring a collective vision and approach on capacity development on thematic areas in Bangladesh to promote maximum effectiveness, efficiency and added value.

implemented with reference to the Dhaka Declaration on Disability and Disaster Risk Management and a representative of the government ministry in charge of disability issues will be included on the Programme Steering Committee.

Digitalization

A key cross-cutting issue for the programme will be digitalizing information. This will include: creating an interface where planners can access disaster and climate risk information and tools to formulate and appraise projects; creating an infrastructure asset management system; and enhancing the capacity of the Disaster Management Information Centre (DMIC). These programme-specific outputs will be linked with existing digitalization initiatives and policies of the government and its development partners.

Sustainability of results and exit strategy

The programme will build on and strengthen existing mechanisms that are government owned and institutionalized from the outset. Programme implementation will be demand-driven and based on a thorough and robust assessment of the needs, capacities and preferences of all the partners and stakeholders. Elements required for long-term durable change and the sequence in which they need to be addressed will be identified. In order to do so, the programme will at an early stage assess the 7th Five Year Plan, current Mid-Term Budgetary Frameworks, portfolio, strategic goals and organograms of the implementing GoB agencies to determine opportunities and limitations for handover and /or scaling up of programme activities.

Detailed exit and handover-strategies for project results and outputs will be formulated in the initial stages of any given activity and be agreed upon together with government. Review of programme work plans will be facilitated at frequent intervals and involve all the stakeholders to ensure real-time relevance and validation of the programme priorities and exit strategies, taking account of the requirements of the changing circumstances. The programme will take all opportunities to make mid-course corrections based on current evaluations. The management, coordination and implementation of the programme will be integrated as far as possible with the implementing partners' management and core business activities, as well as their associated training and professional development institutions.

Given the programme's particular focus on gender-responsive disaster and climate risk management and resilience-building, it will build these efforts on UN Women's strong partnerships with the gender equality machinery and advocates, as well as women's groups, to ensure their enhanced engagement in the disaster management architecture at the national and local level. Further, there will be an emphasis on capacity development and sensitisation on gender-responsive disaster risk management of key disaster management stakeholders at national and sub-national levels, including disaster management volunteers. This will promote the long-term sustainability as well as national and local ownership of programme interventions and gender responsive resilience more broadly.

In taking a cross-sectoral and joint approach to managing disaster risk and building resilience, an important element to the sustainability of the programme's results is changing the way these issues are approached. Considering the relatively short duration of the programme and the time it takes to make structural changes within the government system, the programme will focus on **achieving selected, realistic changes in the government system**, such as:

- Linking up with ongoing processes and projects to reinforce capacity developed through the national resilience programme, notably 1) linking with the Strengthening Public Investment project to insure the inclusion of disaster issues in revised ADP planning formats, 2) approaching collection of sex, age and disability data through Sendai-related revision of government post-disaster data collection formats, and 3) engaging with the responsible parties for development of the 8th Five Year Plan and post-2020 Perspective Plan to ensure that a gender-responsive risk-informed approach is applied and learning from the programme is utilized.
- Breaking down siloes between ministries and departments that have infrastructure design and construction as a core function. This will be achieved through a combination of strategies including: 1) supporting the review and strengthening of project evaluation criteria; 2) capacity development across a specific range of agencies; and 3) introducing a systems approach to infrastructure planning, design and construction to reinforce the inter-dependencies between single assets and the systems that support their functioning; and 4) by strengthening standards and compliance frameworks and building the operational systems for effective enforcement.

- In the particular case of the Department of Disaster Management, support the preparation and submission of a revised organogram which would meet the human resource needs which have arisen from ten years of CDMP and which will continue to develop under the National Resilience Programme. While provision of disaster risk reduction mainstreaming support, robust monitoring and evaluation of disaster management, and implementation of disaster risk reduction programmes are now recognised by GoB through documents such as 7th Five Year Plan and the MoDMR Mid-Term Budgetary Framework as the key areas of business (see Annex 3), the current organogram does not assign adequate permanent human resources to fulfill these functions. Supporting DDM in preparing and advocating for a new organogram will be a key activity of the programme to ensure sustainability of results.

In order to ensure the sustainability of **capacity development efforts**, the programme will place an emphasis on identifying the core skills and competencies required to develop the capacity of target groups as well as to develop trainers and multipliers within the existing structures and create partnerships with higher education institutions. This will help ensure that the capacity and professional development programmes initiated through the programme have a long-term benefit beyond the life of the project and the institutional boundaries.

This will include:

- In the area of gender-responsive risk-informed development planning: the programme will develop professional training and capacity building curricula for planning professionals, focusing mainly on those working on macroeconomic levels and in project formulation and appraisal within the Seventh Five-year Plan sectors of agriculture and industry. The Planning Commission will work closely with the Academy for Planning and Development to ensure that capacity building and training developed within the programme are institutionalized and link up with relevant institutions of higher education to ensure that the curricula and materials developed reach future planners as well.
- In the area of resilient infrastructure: the programme will engage with the LGED Centre of Excellence (CoE) and other targeted agencies – for example the Physical Infrastructure Division of the Planning Commission. Significant effort will be placed on identifying core skills and competencies required for senior and mid- level engineering positions supported by targeted professional development in partnership with the GoB Engineers Staff College, the LGED Centre of Excellence and where appropriate accredited universities such as BUET and Dhaka University. This will ensure that professional development programs initiated through the activities of the component will become a long-term benefit for existing and future engineers in the country. An M&E framework will also be created to ensure that professional development remains a key aspect of career development.
- In the area of disaster management: the programme will be working closely with the DDM National Disaster Research and Training Institute (NDRTI), to ensure that all curricula, training materials and resources are developed with their involvement and ownership. The programme will work with the newly funded NDRTI to identify priorities and constraints moving forward, and support DDM to take the NDRTI needs into account when revising their organogram. Additionally, the programme will link up with the higher education institutions supported through CDMP in order to disseminate knowledge products and curricula to the wider disaster anagement practitioners' community. DDM will update the materials and curricula at regular basis and will propose to ministry for required human resouces for this.

A handwritten signature consisting of a large, stylized 'A' shape with a horizontal line extending to the right, and a smaller, circular initial 'A' to its right.

Results framework

Theory of change

The theory of change is formulated based on evaluation of current features and gaps in Bangladesh's resilience capabilities, and in light of the recommendations of the Sendai Framework, the Paris agreement, the Seventh Five-year Plan and the Sustainable Development Goals. Which would reflect that if:

- Key government agencies are working jointly to better understand disaster and climate risk, supported and empowered to strengthen risk governance, invest in gender-responsive disaster risk reduction and preparation for recovery and building back better, and provided channels for communicating their experience and results to a wide range of stakeholders; then the basis for an all-of-society approach to building resilience to disaster and climate shocks and stresses will be laid; and
- Existing national disaster risk management frameworks and human capacity are upgraded (including gender-responsiveness and with provisions for international assistance when needed) to adequately prepare for and respond to recurrent and large-scale disaster, then the country is better prepared to respond to and recover from extensive and intensive disaster at the national scale; and
- The most vulnerable, excluded and marginalized people living in high-risk areas have access to information on disaster risk and vulnerabilities, and are supported to take action to reduce risks, adapt to climate change, and recover from disaster, then household resilience is strengthened and poverty graduation becomes sustainable; and
- The gender dimension of risk is understood, the national framework for disaster risk management is gender responsive, the capacity and resource gap for gender-responsive disaster risk management and resilience is reduced, and the capacity of gender equality machinery/advocates and women to participate in disaster risk management and risk-informed development is enhanced; and
- Upgraded and innovative resilience based policies, plans, tools and practices support public and private sector development to become risk-informed and risk-proofed then public and private investment and development will become less vulnerable to natural hazards and disaster- and climate induced shocks and stress; and
- Disaster management professionals and line ministries' capacities are upgraded to plan and implement inclusive, resilient recovery initiatives and building back better after a disaster; then disruption and lasting damage to livelihoods, businesses, services and national development due to disaster and climate-induced shocks and stresses will be reduced; and
- The design and construction of new infrastructure assets and systems are standardized as being resilient and gender sensitive to natural and climate-induced shocks and stresses; then development and livelihood gains will be protected, essential services sustained and lives protected and
- Carefully chosen incentives, demand for changes and institutional mindsets are created for sustaining capacity building outcomes (for example, transformation); then the outputs and resilience models generated by the programme will continue to inform national policy and decision-making and support community and household resilience throughout the Sendai period;

Assuming that

- Government commits and is open to transformational change and adopting new ways of working for achieving disaster and climate resilience outcomes;
- Key ministries provide the sustained engagement, have the capacities and allocate resources to fulfill agreed international and national commitments;

- The NRP investment will be able to create conditions to leverage further investments for upscaling and expanding disaster and climate resilience outcomes; and
- Social norms and practices do not hinder women and gender equality machinery to engage in DRM and political will prioritizes implementation of the gender dimensions of DRM;

Then the result will be that:

- Households, communities, public services and businesses have improved capacities to prepare, manage and recover from the climate-induced and natural hazards; *leading to*
- Men, women, boys and girls, communities, infrastructures, settlements and the country as a whole becoming less vulnerable to the impacts of disaster and climate change induced shocks and stresses; *resulting in*
- Increased national capacity to anticipate hazards, absorb shocks, and reshape development, significantly reducing climate and natural hazard risk to sustained human development, gender equality, social inclusion and economic growth in Bangladesh.

Then the programme is expected to contribute the following *resilience dividends* to human development in the country:

Table 3: Resilience dividends of the National Resilience Programme

Resilience dividends	Resilience capacities	Value addition
<p><i>Reduced impact of disaster events in terms of:</i></p> <ul style="list-style-type: none"> • Loss of lives • Affected population • Damages to critical Infrastructure • Economic losses 	<p>Anticipate, Aware, Prevent and Prepare</p>	<ul style="list-style-type: none"> • Help strengthen the capacity of national governments to formulate and implement macroeconomic policies that build resilience • Support development of policies and programmes on both risk reduction and post-disaster recovery • Support to DRR/CCA- integrated human development policies, strategies, institutional development • Incorporate cross-cutting issues of gender equality, disability awareness, governance, urban and poverty reduction interventions • Establish robust data and statistics capacities aligned with SFDRR, SDGs and climate action
<p><i>Faster and resilient recovery:</i></p> <ul style="list-style-type: none"> • Social and community functions • Restoration of key services • Business continuity • Incorporation of risk reduction 	<p>Prepare for resilient recovery and start recovery early</p>	<ul style="list-style-type: none"> • Promote preparedness for resilient recovery • Work at the intersection of humanitarian relief and development through early recovery • Leadership among the GoB/MoDMR in early recovery • Promote adoption of global commitments under the World Humanitarian Summit such as the Connecting Business Initiative
<p><i>Opportunities for development arise/continue:</i></p> <ul style="list-style-type: none"> • Creation of new opportunities • Coherence of systems • Inclusion and equality 	<p>Reduce drivers of vulnerability and respond to changes and uncertainty</p>	<ul style="list-style-type: none"> • Empower women, men, boys and girls to view shocks, stresses and change as opportunities to clear the pathway for sustainable development and to become more innovative, to thrive out of shocks and changes • Support the redesign of institutions and policies that promote a joint approach to resilient development • Support in building integrated development solutions designed to promote resilience • Build knowledge, innovation and partnerships for disaster risk management and resilience-building

Based on these resilience benefits, it is expected that the programme will lead to a substantial increase in resilience to disaster and a reduction in disaster risk, loss of lives and loss of livelihoods, as well as better protection for people's health and for businesses and communities in Bangladesh.

Figure 2: National Resilience Programme theory of change summary



Description of the programme activities

Output 1: Improved capacities for gender-responsive risk-informed development planning

The evidence base on disaster and climate change, and their current and likely future impact on the economy, livelihoods and assets of the country has been significantly enhanced in the past decade. However, the application of disaster and climate risk information in public and private planning and investment is severely hampered by a lack of capacity, information and understanding of risk. Limitations are found in all stages of planning.

Accordingly, there is a need to strengthen all stages of the public planning processes by enabling access to risk information, developing additional actionable information for key sectors and development processes, and supporting capacity development.

The output will be wholly technical assistance, with most activities managed by the Programming Division of the Planning Commission in the Ministry of Planning (for the exception, see below). In line with the capacity building strategy for climate mainstreaming proposed by the General Economics Division (GED) of the Planning Commission, the National Resilience Programme will:

- Support knowledge management on climate and disaster risk in the planning process, by establishing a digital interface where planners can access risk information and tools for integration in their project formulation and budgeting. This platform is intended to provide planners with guidance on how to consider climate and natural hazards in the project development and appraisal, as well as access to the necessary climate and disaster information for them to utilize. Institutionalization will be a key priority in this process, with a clear division of roles and responsibilities and government commitment to sustaining the activity output being a requirement for progression.
- Develop ex ante disaster impact assessment for the project assessment stage, and link up with the ongoing "Strengthening Public Investment" project, which is revising the Annual Development Plan (ADP) project approval and appraisal formats, to integrate disaster risk screening in these formats.
- Develop sectoral disaster and climate risk profiles for selected key sectors (agriculture and industry) and ministries (the Ministry of Women and Children Affairs).
- Support capacity development for disaster and climate risk informed planning and project development, targeting planning professionals at the macro level (General Economics Division), project appraisal stage (primarily the Programming, Agriculture and Socioeconomic Infrastructure divisions) and project formulation stage in key sectors (agriculture sector and industry). This will include training of trainers attached to the Planning and Development Academy, and will use resources, tools and systems developed by the programme. The programme will also develop the capacity of the Ministry of Disaster Management and Relief to serve as technical advisor on disaster mainstreaming and risk-informed planning, building on existing investment in the Disaster Management and Information Centre.

The output will also conduct research into disaster risk to value chains in the key sectors of the economy and implement a small number of business continuity planning pilots with private ready made garments businesses under the Bangladesh Garment Manufacturers and Exporters Association (BGMEA). These pilots will serve as demonstration models for promoting disaster risk informed business practices and will be highlighted in public-private resilience dialogue facilitated by the programme.

One activity under this output – advancement of the gender-responsive resilience agenda – will be managed by the Ministry of Disaster Management and Relief, in their role as the government lead on implementing the Sendai framework. Under this activity, the National Resilience Programme will help establish a monitoring and reporting mechanism for the Sendai framework (including baseline, targets and a loss and damage monitoring capacity). This activity will also include capacity building of the parliamentary Standing Committee on Disaster to strengthen its oversight role. Finally, the activity will facilitate the establishment and meeting of a high-level Resilience Dialogue Network, which will bring together public and private decision-makers, technical experts, academia and civil society. The network will serve as a knowledge exchange- and cross-discipline discussion forum on climate and disaster risk and resilience. It will be convene high-level participants from a range of government ministries, private sector, NGOs and academia to engage with each other on these issues, will facilitate

science/policy dialogue, and will serve as an advocacy forum for an all-of-government approach. An annual convention of the network will provide the National Resilience Programme, academia, other projects, NGOs and existing practitioners' networks an arena for share their results and learning with decision-makers.

Activity result 1.1: Establishment of platform collecting risk information and tools for disability inclusive, gender-responsive, risk-informed planning

Actions:

- 1.1.1 Consult with the Ministry of Disaster Management and Relief and the Ministry of Planning and identify sustainable roles and responsibilities for supplying information and operating and promoting a risk information platform for planners;
- 1.1.2 Undertake consultations on disaster risk information needs related to national and sectoral planning processes;
- 1.1.3 Identify and build upon existing disaster and climate risk information platforms to create an interface for planners;
- 1.1.4 Identify, collect and import appropriate existing risk information, profiles and maps onto the platform;
- 1.1.5 Build capacity in the Ministry of Disaster Management and Relief capacity for the generation of gender-responsive sectoral and geographic risk profiles for use in planning processes.

Activity result 1.2: Enhanced capacity within the Planning Commission for disaster and climate risk screening of Annual Development Plan (ADP) projects

Actions:

- 1.2.1 Build the capacity of Planning Commission personnel to access and understand disaster and climate risk information;
- 1.2.2 Design and pilot the use of a gender-responsive, disability inclusive disaster impact assessment (DIA) for screening the disaster risk in project design and planning at national level;
- 1.2.3 Build the capacity of the Planning Commission in applying disaster risk information and analysis in their assessment of the Annual Development Plan project or the programme proforma.

Activity result 1.3: Support integration of risk information in macro-level development plans

Actions:

- 1.3.1 Support the General Economics Division (GED) in setting risk-sensitive and disaster-specific indicators in the results framework of the government's Seventh Five-year Plan;
- 1.3.2 Support and build capacity of the General Economics Division to ensure mainstreaming of gender-responsive risk sensitivity in the process of developing the post-2020 Bangladesh Perspective Plan;
- 1.3.3 Build capacity of the parties responsible for developing the Eighth Five-year Plan background papers on how to use risk information and take a gender-responsive risk-sensitive approach.

Activity result 1.4: Enhanced disaster risk knowledge and capacity for risk-informed planning in government agencies working in key sectors and issues

Actions:

- 1.4.1 Review national and international best practices and technologies and analyse the gaps in current policy measures in selected sectors in practices for disaster resilience;
- 1.4.2 Create gender-responsive disaster risk profiles for the agriculture and industry sectors (as defined by the Seventh Five-year Development Plan) and the Ministry of Women and Children Affairs;
- 1.4.3 Build the capacity of planners and officials in the concerned sector ministries and their implementing agencies to use disaster risk profiles, the risk information platform and disaster impact assessment in their project or programme planning and sector plan development process.
- 1.4.4 Take stock of existing plans and policies within the concerned sectors to identify resilience gaps and constraints, and formulate policy recommendations for future

Activity result 1.5: Develop capacity for implementation of Sendai framework and SDG resilience agenda in human development policy and investment

Actions:

- 1.5.1 Establish a dialogue network for top-level government officials and business leaders;
- 1.5.2 Set up a monitoring and reporting mechanism for the Sendai framework, including establishing baselines and targets and a national disaster loss and damage database in line with the reporting standards for the Sendai framework and the Sustainable Development Goals;
- 1.5.3 Strengthen the capacity of the Parliamentary Standing Committee on Disaster to oversee the implementation of the Sendai framework;
- 1.5.4 Support the hosting of and participation in international and regional forums on resilience by key government, technical and other relevant stakeholders.

Activity result 1.6: Enhance knowledge base on disaster risk to the private sector and risk-informed business practices

Actions:

- 1.6.1 Facilitate private and public sector dialogue on disaster and climate resilience and risk reduction and support value chain analysis of important and selected business sectors and identify disaster impacts, vulnerability and options to reduce risks;;
- 1.6.2 Develop business continuity plan guidelines for key sections of the private sector;
- 1.6.3 Establish demonstration of business continuity plans in 5 ready made garments companies under BGMEA;
- 1.6.4 Document and share business continuity planning case studies, tools and lessons learned through chambers of commerce and the national trade associations.

Output 2: Strengthened disability inclusive, gender-responsive national capacities to address recurrent and mega disasters

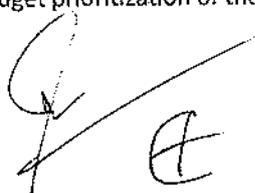
The past decade has seen the development of comprehensive disaster risk governance and institutional architecture in Bangladesh, with a number of mandated public and volunteer entities and organizations with particular roles and responsibilities for disaster preparedness and response. However, with a changing risk context, gaps in the architecture – both regulative and in terms of capacity – have become more apparent.

For Bangladesh, this means that there is need to strengthen disaster resilience by enhancing the policies and capacities of existing disaster management architecture and institutions to fill these gaps, most crucially in the areas of (a) preparedness for intensive disaster in the form of large-scale earthquake and (b) capacity to support resilient recovery from both intensive and extensive disasters.

The output will mainly be technical assistance, managed by the Department of Disaster Management (DDM) of the Ministry of Disaster Management and Relief. By assessing current levels of technical capacity, supporting capacity development to immediately enhance preparedness in key institutions and identifying crucial areas for further investment, the National Resilience Programme aims to strengthen the capacity of the government to prepare for and respond to recurrent and large-scale disaster. To support the effectiveness and social equity of these actions, the programme will also provide support to develop mechanisms and capacity for collecting disaggregated data on disaster affected populations.

The output will contribute to enhancing national disaster preparedness for effective response and resilient recovery through the following key actions:

- Support the Government of Bangladesh in its work to upgrade the Disaster Management Act (DM Act) and the Standing Orders on Disaster by reviewing the capacity of key institutions to fulfill their assigned roles and supporting socialization of assigned responsibilities among them. Preparedness for large-scale disaster and for resilient recovery depends on adequate public or development partner investment. By assessing the extent to which key institutions are able to meet their obligations and ensuring that duty-bearers understand their responsibilities, the National Resilience Programme can help identify gaps requiring investment and increase the demand for budget prioritization of these across government.



- Support the development of capacities for collection and analysis of data disaggregated by sex, age and disability through the Department of Disaster Management's field structure and the Disaster Management and Information Centre.
- Support the development of crucial capacities for preparedness and response to earthquake, by facilitating access to technical expertise that does not currently exist in Bangladesh. This will include:
 - (a) Facilitating international dialogue with governments with the experience of large-scale earthquake to build decision-makers' understanding of earthquake risk;
 - (b) Assessing response capacity gaps for earthquake response and developing a curriculum for implementation through the National Disaster Research and Training Institute;
 - (c) Supporting the establishment of a national centre of excellence on light search and rescue (SAR) training within the National Disaster Research and Training Institute by developing curricula and master trainers;
 - (d) Developing the capacity of the Ministry of Disaster Management and Relief and the Department of Disaster Management to assess recovery needs through the international post-disaster needs assessment.
- Develop the capacity for gender-inclusive, resilient recovery planning in line ministries. The programme will assess the government's current levels of capacity to design and implement appropriate training and development measures. The programme will track participants to monitor the application of knowledge after training and consult with the concerned ministries and agencies to ensure sustainability and institutionalization of training designed. Additionally, the National Resilience Programme will develop the capacity for monitoring progress towards recovery after disaster in the Department of Disaster Management field structure and in the Disaster Management and Information Centre.

Activity result 2.1: Enhanced capacities of the Government of Bangladesh for coordination and implementation of response for recurrent and mega-disaster risks (extensive and intensive risks)

Actions:

- 2.1.1 Conduct an assessment of response coordination, capacity and needs assessment in the Ministry of Disaster Management and Relief and the key line ministries;
- 2.1.2 Organize high-level policy dialogue on international earthquake response;
- 2.1.3 Support the government in revising the Standing Orders on Disaster and socialization among stakeholders.

Activity result 2.2: Strengthened capacity of the Ministry of Women and Children Affairs and the Ministry of Disaster Management and Relief to collect and use data disaggregated by sex, age and disability in a pre- and post-disaster situation and to conduct gender-responsive risk analyses and needs assessments

Actions:

- 2.2.1 Develop protocols and guidelines for collecting sex, age and disability disaggregated disaster data;
- 2.2.2 Build the capacity of government agencies to collect sex, age and disability disaggregated disaster data;
- 2.2.3 Develop government capacity for progress reporting on women's empowerment and gender equality in inter-governmental processes related to disaster risk reduction, climate change adaptation and gender equality.

Activity result 2.3: Strengthened national capacity for gender-responsive post-disaster recovery planning

Actions:

- 2.3.1 Review national post-disaster needs assessment policy, capacity and disaster needs assessment cell;
- 2.3.2 Develop strategy and training programmes to build capacity for post-disaster needs assessment and recovery planning in line ministries;
- 2.3.3 Implement post-disaster needs assessment training programme for the Ministry of Disaster Management and Relief and key line ministries;
- 2.3.4 Develop the capacity of the Disaster Management and Information Centre for recovery data collection.

Activity result 2.4: Structure and core curriculum for a centre of excellence on light search and rescue training established under the National Disaster Research and Training Institute

Actions:

- 2.4.1 Assess light search and rescue training capacity and needs of the National Disaster Research and Training Institute;
- 2.4.2 Support the establishment of the a centre of excellence on light search and rescue;
- 2.4.3 Develop pool of light search and rescue master trainers.

Output 3: Improved capacity of selected public institutions to achieve resilience outcomes through designing and constructing risk-informed and gender-responsive infrastructure system

In many developed countries, infrastructure systems⁴ is a central pillar for sustainable and resilient development and a critical asset for protecting the lives and livelihoods of people. Planning and design functions are usually enshrined within a robust policy framework and standards governing construction and compliance are well established.

In Bangladesh infrastructure tends to be associated more with the construction of assets and is generally compartmentalized within specific ministries and departments. While there are agencies with specific mandates to ensure compliance with standards, including building codes, it is often difficult for them to provide the necessary quality assurance oversight, let alone know what infrastructure investments are planned by the different ministries.

There is now growing global and national recognition that while such natural hazards cannot be prevented, more needs to be done to strengthen the resilience of development gains and particularly those reliant on infrastructure systems, including flood management controls.

For Bangladesh, this means that efforts need to be directed at strengthening existing policy and compliance standards, and strengthening and expanding the capacities (including technology) of key compliance agencies so that risk-informed design and construction becomes the norm and that siloed design and construction cultures are progressively changed. This component seeks to achieve this goal by ensuring that the capacities exist to guide the achievement of resilience outcomes proactively for all new infrastructure systems targeting both the Local Government Engineering Department and the physical infrastructure division within the Planning Commission and by analysing existing infrastructure systems to understand the level of risk exposure and the vulnerabilities, and ultimately by recommending strategies to strengthen resilience retrospectively.

This output is primarily technical assistance and managed by the Local Government Engineering Department (LGED) under the Ministry of Local Government Rural Development and Cooperatives (MoLGRDC). The aim is to capacitate the department to meet the overall objective of resilient infrastructure outcomes. The Local Government Engineering Department was selected because of their lead quality assurance role in providing public infrastructure in all districts of Bangladesh, including the locations most vulnerable to the wide range of hazards particularly related to floods, cyclone, salinity and earthquakes. Extensive collaboration will be maintained with the design and progressive operation of the proposed Local Government Engineering Department centre of excellence to ensure that key output initiatives are mainstreamed for wider and continued application.

This output aims to lay the foundations for long-term resilience actions. Key to this will be:

- Creating an asset management system that will provide the management and decision-making tools for determining priorities associated with new development, maintenance and/or retrofitting. The Local Government Engineering Department must have a full picture of their assets by location, functionality, conditionality and their vulnerabilities to specific types of risks. The more that the department understands about their existing assets, the better they are able to anticipate what can go wrong under certain stresses and, from this, to understand the potential consequences that might arise as a result of a failure of the system. This information will also serve as a valuable

⁴The view of UNOPS on infrastructure has evolved to an increasingly systems-based understanding consisting of a network of assets, knowledge and institutions that are inter-connected and inter-dependent.

input to strengthening resilience within new and existing infrastructure systems design and for informing the review assessment criteria on a periodic basis;

- Strengthening standards and compliance around design and construction of infrastructure systems is critical for building resilience. A combination of strategies will be introduced including: a review of existing Local Government Engineering Department policy and standards supported by applied capacity development for key engineers; and a review of the assessment criteria and process managed by the physical infrastructure division complimented by workshops and capacity development for design engineers of specific ministries and departments, including the Local Government Engineering Department, Ministry of Public Works and Housing, Public Health Engineering Department, Education Department, and Ministry of Disaster Management and Relief;
- Ongoing professional development specifically for Local Government Engineering Department engineers, however by collaborating with the engineers' staff college, this training can reach a large number of engineers from across the government on a sustained basis, given that it is an institution established to ensure the ongoing skill enhancement of engineers;
- Introducing and building capacity around the concept of putting failure analysis into post-disaster damage assessment procedures. A compelling reason as to why the aviation industry is so safe is because they investigate every single accident to determine what went wrong and then use this to review policy, procedures, design of aircraft and the training of air crew. When a disaster situation arises, efforts tend to be restricted to counting the number of losses and there is little learning which would be necessary to underpin build-back-better strategies. The Local Government Engineering Department must drive this process and, through the staff college, progressively build capacity across all ministries and departments that have key infrastructure mandates so there is a wider learning loop.

Activity result 3.1: Strengthened Local Government Engineering Department capacity to capture baseline information on rural infrastructure systems through effective assessment and analysis of essential infrastructure systems in selected areas

Actions:

- 3.1.1 Undertake analyses of existing infrastructure assets and systems to identify levels of risk exposure and potential consequences for predetermined shocks and stresses;
- 3.1.2 Establish an asset management system with up-to-date information on the type of asset or system, its location, its planned functionality, current conditionality and risk factors, including changes to the built environment for proactive and retrospective resilience building;
- 3.1.3 Capture social and gender responsive data from assessments and formulate strategies for strengthening both in project design methodology.

Activity result 3.2: Develop and enforce consistent planning, design, compliance and construction processes for new assets and infrastructure systems in support of proactive resilience building

Actions:

- 3.2.1 Develop Local Government Engineering Department capacities to undertake feasibility and other studies, project evaluation and completion reports that comply with government policy related to infrastructure systems planning and design.;
- 3.2.2 Strengthen project assessment criteria and enforcement of risk-informed planning in compliance with national standards within the Local Government Engineering Department, physical infrastructure division, Public Works and other selected departments.;
- 3.2.3 In collaboration with the centre of excellence, strengthen Local Government Engineering Department research and development capacity, particularly in relation to the impact of climatic variables and other specific issues associated with strengthening design and construction processes;
- 3.2.4 Build the capacity of the Local Government Engineering Department to conduct failure analyses that compliment recovery and underpin build-back-better objectives and to apply the results for risk-informed reconstruction.

Activity result 3.3: Strengthened capacity for other institutions by adapting the risk-informed and gender-responsive resilient infrastructure design and implementation

Actions:

- 3.3.1 In collaboration with the engineers' staff college, identify and mainstream training courses for long-term professional development of engineers from across all government agencies.;
- 3.3.2 Apply the revised project assessment criteria within workshop environments to strengthen risk-informed planning and design capability in targeted ministries including the health, agriculture and water resources ministries and other specific institutions;
- 3.3.3 In collaboration with the Ministry of Disaster Management and Relief, strengthen the national risk database based on lessons and findings from infrastructure assessments and failure analysis activities.

Activity result 3.4: Strengthened Local Government Engineering Department leadership, policy and compliance capacity around risk-informed planning and design

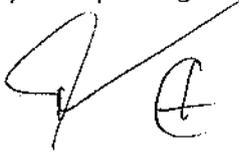
- 3.4.1 Identify and programme mid-term to long-term professional development strategies around resilience for senior officials in collaboration with the Local Government Engineering Department centre of excellence;
- 3.4.2 Review key functions of mid-level officials and map competencies and determine gaps;
- 3.4.3 Formulate a professional development strategy based on skills mapping and gaps.

Output 4: Enhanced women leadership capacities for gender-responsive disaster management decisions, investments and policies at national and local levels

Under this output, the proposed programme will build on the strategic impact areas of the government on gender equality and empowering women and girls by increasing the focus on women's risk resilience, leadership and participation. It will seek innovative ways to help women secure sustainable livelihoods that also contribute to empowerment and bring about a transformational change. This will ensure the programme works in line with the Sendai framework to engage women as a resource in strengthening the resilience of their communities and improving gender equality in disaster management. This will help enhance the status of women from being seen as a vulnerable section of society to being considered a critical force for sustainable disaster risk reduction and climate adaptation. The National Resilience Programme will promote women's leadership role by improving the ability of professionals and institutions to implement disaster management interventions which take into account gendered needs, risks and vulnerabilities, and mainstream gender equality.

A key focus will be to develop the capacity of key disaster management professionals and institutions for gender-responsive disaster risk reduction policies, assessment and community-level response activities. This will include strengthening the capacities of the Ministry of Women and Children Affairs, the Department of Women Affairs, the Department of Disaster Management and the Disaster and Emergency Response Group to ensure all risk assessments include gender analyses. The project will also develop guidelines for gender-responsive risk assessments at the national level, protocols and manuals for the collection of sex and age disaggregated disaster data. Further, it will help develop government capacity for progress reporting on women's empowerment and gender equality in inter-governmental processes related to disaster risk reduction, climate change adaptation and gender equality. The National Resilience Programme will undertake capacity development of women volunteers for the Cyclone Preparedness Programme, Ansar and the Village Defence Party, and urban volunteers to act as local change agents for gender equality in disaster response, preparedness and recovery initiatives. This will include the development of self-learning modules specifically designed to enhance the knowledge and capacity of women volunteers (both existing members as well as new recruits) and interactive tools that would support local and international non-governmental organizations with key information and advice, enabling them to better offer gender-specific support in their activities. The programme will also support civil society organization networks, local and international non-governmental organizations and women's organizations and gender equality advocates working on disaster risk management to ensure their actions are gender-responsive.

The National Resilience Programme will also build the knowledge and capacities for unions, *upazilas* (geographical regions) and district-level disaster management committees (DMCs) to better perform community-level gender analysis and address issues of gender equality in the planning of the local-level committees for disaster risk reduction and recovery. Further, the



National Resilience Programme will orient and train key officials and practitioners in districts and *upazilas* responsible for post-emergency operations in the prevention of and response to gender-based violence during and after disasters, and link with women support centres for gender-based violence. This will include developing standard procedures and referral services to deal with gender-based violence in disasters, in coordination with gender-based violence service providers.

Finally, the programme will promote gender-responsive resilience messaging and awareness raising through the media (television, radio, community radio and social media), including training journalists and strategic advocacy on gender-responsive resilience and disaster risk management, targeting key decision-makers and planners.

For all of the above the focus will be on targeting the most marginalized, disadvantaged and vulnerable groups of women, including extremely poor women, women living with disabilities, older women, women household heads and female youth.

Activity result 4.1: Strengthened capacity of disaster management professionals and institutions for gender-responsive disaster risk reduction policies and actions

Actions:

- 4.1.1 Build capacity of the Ministry of Women and Children Affairs, Department of Women Affairs and the Ministry of Disaster Management and Relief to address gender in disaster risk reduction through staffing and training in-country and abroad;
- 4.1.2 Build capacity of disaster risk reduction, climate change adaptation and humanitarian practitioners for gender-responsive risk assessment;
- 4.1.3 Undertake post-disaster needs assessments, integrating the gender dimension and using disaggregated data;
- 4.1.4 Enhance the capacity of women's organizations and gender advocates to engage effectively in gender-responsive resilience and humanitarian planning and programming.

Activity result 4.2: Strengthened capacities of disaster management committee members, especially the women members, and disaster volunteers (cyclone and flood preparedness programmes) to become agents of gender equality and gender responsiveness in disaster risk reduction enabling them to take leadership roles

Actions:

- 4.2.1 Build the capacity of disaster management committees for community-level gender-responsive disaster risk reduction activities;
- 4.2.2 Build the capacity of disaster management committees to integrate gender equality in disaster assessments and response;
- 4.2.3 Build the capacity of cyclone and flood preparedness programme and urban volunteers to promote gender equality;
- 4.2.4 Develop leadership skills of female disaster management committee members as change agents to promote gender equality.

Activity result 4.3: Strengthened capacity of the Ministry of Women and Children Affairs and other gender equality machinery to effectively engage at local, national, regional and international levels to promote gender-responsive resilience and disaster risk management

Actions:

- 4.3.1 Gender-responsive baseline and endline surveys;
- 4.3.2 Strengthened capacities of the Ministry of Women and Children Affairs in mobilizing national and international technical expertise, best practices and lessons on gender-responsive resilience for coordination at national and international levels;
- 4.3.3 Facilitate the intra-country and inter-country visits for the Ministry of Women and Children Affairs civil servant officials, technical experts and relevant stakeholders for gender-responsive resilience knowledge exchange, on-site visits and international conferences.

Activity result 4.4: Strengthened capacities of the Government of Bangladesh and relevant service providers to prevent and respond to disaster-related gender-based violence

Actions:

- 4.4.1 Enhance the capacity of disaster management practitioners on gender-based violence among vulnerable communities during and after the disaster period;
- 4.4.2 Support gender-based violence clusters in developing standard procedures and referral services to deal with gender-based violence in disasters, in coordination with gender-based violence service providers.

Activity result 4.5: Promote gender-responsive resilience through the media (television, radio, community radio and social media)

Actions:

- 4.5.1 Promote gender-responsive resilience through the mass media and social media;
- 4.5.2 Advocate for gender-responsive resilience, targeting decision-makers and planners (seminars, symposiums);
- 4.5.3 Provide training to journalists on gender-responsive resilience.

Output5: Strengthened disability inclusive, gender responsive community preparedness, response and recovery capacities for recurrent and mega disasters

Although Bangladesh is globally recognized as a leader on community-led and volunteer-assisted disaster risk management and risk reduction, the coverage of existing support structures for this remains limited to certain areas and to particular natural hazards. There are limited options for vulnerable households to access support for reducing their risk and improving their resilience. Through output 5, the proposed programme will work towards improving community resilience by creating replicable, cost-effective models for local disaster risk reduction and risk management, and institutionalizing models that have shown promise in previous disaster risk reduction and climate change projects. The output will be managed through the implementing wings (Department of Disaster Management and Department of Women Affairs) of the Ministry of Disaster Management and Relief and the Ministry of Women and Children Affairs.

One area of focus will be creating models to leverage existing social safety nets, such as the Employment Generation Programme for the Poorest (EGPP) in the Ministry of Disaster Management and Relief so it does not just create employment for the poor but also works to reduce risk in flood-affected areas. The programme will identify options for risk reduction activities that can be implemented through the Employment Generation Programme for the Poorest, assess the social-environmental impacts of these options and then define the approach. This will build on flood risk reduction activities piloted by the UNDP Early Recovery Facility. The programme will further collaborate with disabled people's organizations to test activities that increase the resilience and disaster risk management participation of people with disabilities, with a view to integrating lessons learned in the social safety net enhancement package. Based on this, technical and operational guidelines for flood risk reduction through the Employment Generation Programme for the Poorest will be developed and a package providing a top-up to government investment will be implemented in pilot areas. The project will help design targeting criteria to ensure that the results of these pilot activities especially benefit women-headed households, households headed by the elderly and households with disabled persons. The model will be thoroughly documented and evaluated for scale-up and advocacy purposes.

A second area of focus will be building the evidence base and enabling environment to expand existing, successful models in a multi-hazard context. The National Resilience Programme will support the institutionalization of a flood early warning and preparedness programme (Flood Preparedness Programme – FPP) modelled after the Cyclone Preparedness Programme and previously piloted during the CDMP. The programme will support the institutionalization process of the Flood Preparedness Programme within Ansar and the Village Defence Party (VDP), its expansion into four new flood-vulnerable districts, as well as the revision of existing resources to increase gender responsiveness. Similarly, the programme will further support the demonstration of urban community disaster management in four cities, building on learning from the Dfid-supported South-South cooperation project on Community-Based Disaster Risk Management Learning and Sharing in Asia. The project will develop the capacity of the municipal disaster management committees and support them in developing and implementing municipal earthquake response contingency plans. The project will also build preparedness in selected wards – using community-based disaster risk management methods, the project will recruit and train volunteers attached to the ward administration to draw up ward risk reduction plans, raise awareness within the ward and carry out basic search and rescue.

For both the Flood Preparedness Programme and urban preparedness, documenting methodology to support scale-up and advocacy for resource allocation and formal institutionalization in the government system will be central activities.

The proposed programme will also focus on improving the resilience of women by building up their resilience skills and providing livelihood support. It will use participatory research methods to explore opportunities for rural poor women in disaster/climate affected areas and develop adequate skills through training, thus helping to reduce gender inequalities, increase women's economic empowerment and achieve gender-responsive resilience. The National Resilience Programme will also provide technical assistance and capacity building to support the Department of Women Affairs in analysing and improving market access, analysing opportunities for women (including within the national skills development policy) and developing skills to strengthen and expand the nationally-led initiatives that promote non-stereotypical jobs for women in climate-affected regions which will all contribute in their resilience building. For this there will be a focus on targeting the most marginalized, disadvantaged and vulnerable groups of women, including extremely poor women, women living with disabilities, older women, women household heads and female youth.

Finally, the programme will help enhance the evidence base on how disaster risks may be reduced and resilience built in a socially-inclusive manner at the community level. To this end, it will conduct research into areas of knowledge deficit in relation to gender-responsive disaster risk management. It will also pilot solutions for forecast-based financing in areas affected by cyclones and flash floods. Capitalizing on extended flood forecasting lead times and improved cyclone modelling abilities, there is scope to use the time between warning and disaster to trigger and fund preparedness actions before the disaster actually hits. By releasing funds to local government, non-governmental organizations or households themselves in advance, families and communities are put in a better position to prepare for and minimize disaster impacts. This activity will develop hydrological and mathematical models for applying forecasting information to develop probable impact scenarios in the pilot districts. Based on these models, the project will work with DDM to develop criteria and capacity for triggering forecast-based financing support to local government for evacuation of at-risk population and protection of critical infrastructure and systems.

Activity result 5.1: A cost-effective, gender-responsive, environmentally-sustainable model for supporting disaster risk reduction and resilience building through the Employment Generation Programme for the Poorest social safety net programme is developed

Actions:

- 5.1.1 Develop guidelines and the operational modality for the pilot package;
- 5.1.2 Develop strong and well-coordinated linkages with complementary programmes;
- 5.1.3 Pilot and study a model for disaster risk reduction support through the Employment Generation Programme for the Poorest;
- 5.1.4 Advocate for transformation of social safety net programmes;
- 5.1.5 Pilot approaches for people with disabilities to take active part in climate change adaptation and disaster risk reduction activities and interventions, working with organizations relating to people with disabilities.

Activity result 5.2: Institutionalization and geographical expansion of flood early warning and preparedness through Ansar and the Village Defence Party to reach men, women, boys and girls of all abilities

Actions:

- 5.2.1 Support Flood Preparedness Programme institutionalization and develop resource mobilization plan;
- 5.2.2 Expand the Ansar and Village Defence Party Flood Preparedness Programme to four new *upazilas*;
- 5.2.3 Disseminate early warning communications, specifically targeting women.

Activity result 5.3: Resilient and empowering livelihoods for women living in areas of highest risk of climate change impacts

Actions:

- 5.3.1 Capacity building training of Department of Women Affairs on empowering livelihoods, market analysis, linkage with private sectors;
- 5.3.2 Climate resilient and empowering livelihood support for most disaster- vulnerable women through action research;
- 5.3.3 Provide women and the extremely poor with non-traditional job-oriented skills training;
- 5.3.4 Provide training for disaster-vulnerable women on disaster preparedness.

Activity result 5.4: Enhanced knowledge and innovation to tackle new and emerging risks at community level

Actions:

- 5.4.1 Conduct research into identified areas of gender-responsive disaster risk reduction knowledge deficit;
- 5.4.2 Partner with the International Federation of Red Cross and Red Crescent Societies to pilot models for forecast-based financing in areas prone to cyclones and floods.

Activity result 5.5: Strengthen capacity of urban communities for disaster response

Actions:

- 5.5.1 Assess earthquake response capacity of district-level disaster management committees and non-governmental organizations in four cities;
- 5.5.2 Develop capacity of the disaster management committees, agencies and non-governmental organizations to support a contingency plan;
- 5.5.3 Pilot a ward-level minimum earthquake preparedness (WMEP) model;
- 5.5.4 Document, evaluate and disseminate the ward-level minimum earthquake preparedness model.

Partnership for change

It is essential to the sustainability of programme outputs, research and models that they are internalized and utilized by permanent disaster risk management, climate change adaptation, and public planning institutions, as well as by the private sector, beyond programme lifespan. The National Resilience Programme will therefore partner with relevant institutions to shape the implementation of its activities:

Output 1

Under this output, the Ministry of Disaster Management and Relief will lead in establishing a high-level resilience dialogue network which will bring together public and private decision makers, technical experts, academia and civil society. The intention is that the network will be established as a permanent forum supporting an all-of-society approach to disaster risk reduction. The annual convention of the network will serve as the programme's primary advocacy forum.

Additionally, under this output, the Planning Commission will work closely with the Ministry of Disaster Management and Relief to determine roles, responsibilities and mandates to ensure that the operation and updating of systems created to provide planners with disaster risk information is sustainable, institutionalized to the greatest possible extent and aligned with the core business of the respective ministries. The programme will take a data ecosystem approach, linking up with other digitalization initiatives, such as the Access to Information project, the Digital ECNEC project, the Disaster Management and Information Centre and the Ministry of Environment and Forests' online climate database as well.

The output will develop professional training and capacity building curricula for planning professionals, focusing mainly on those working on macroeconomic levels and in project formulation and appraisal within the Seventh Five-year Plan sectors of agriculture and industry. The Planning Commission will work closely with the Academy for Planning and Development to ensure that capacity building and training developed within the programme are institutionalized and link up with relevant institutions of higher education to ensure that the curricula and materials developed reach future planners as well.

The interplay between disaster risk, climate change, industrialization and rapid urbanization creates a complex and dynamic challenge for business growth and sustainability. Business leaders and investors must be supported through incentives and capacity building to accept that there is an initial cost to choosing more resilient options within a project or business. Building this understanding and the capacity of companies to plan for business continuity in disasters and extreme weather events will contribute to enhancing the adaptive capacity of the key driving sector of national economic growth. Under this output the programme will work closely with private sector firms and chambers of commerce to advocate for adoption of disaster risk informed business practices. This will build on existing relationships between UNDP and the Bangladesh Initiative Leading Development (BUILD) and the main chambers of commerce, as well as dialogue with the manufacturers' associations.

Output 2

Output 2 is mainly a capacity building programme component, which has been developed in close alignment with the Ministry of Disaster Management and Relief and Seventh Five-year Plan targets and goals for capacity development for disaster risk management to ensure institutional ownership and sustainability of outputs. All training material and human resources developed will be anchored within the newly-established National Disaster Research and Training Centre and will build upon the extensive previous training development work of the Comprehensive Disaster Management Programme.

The recovery and rehabilitation phase following a disaster presents a window of opportunity for building back better and integrating disaster risk reduction measures in the rehabilitation of infrastructure, public systems and institutions. As disaster recovery takes place within all sectors, building the capacity of line ministries, local government and non-governmental organizations for planning how they may recover is vital to ensure that the country emerges stronger after disasters. The Department of Disaster Management will work to develop the capacities of personnel in key line ministries to understand disaster impacts and how to assess and address recovery needs in specific post-disaster activities and through mainstreaming in their existing programmes.

A key activity will be supporting the establishment of a national centre of excellence on light search and rescue training within the National Disaster Research and Training Institute. The programme will develop curricula and trainers to support at-scale roll-out of light search and rescue training in existing preparedness organizations, such as the Scouts, Ansar and the Village Defence Party, Girl Guides and the Red Cross, in order to build preparedness for earthquakes throughout the country. This will capitalize on existing organizational structures so that national targets for urban preparedness volunteers can be met while an organizational attachment and mobilization structure for the individual volunteer is secured.

Output 3

The Local Government Engineering Department will establish an alliance of partners from across government and with research and academic institutions to build capacities and lead the assessment of critical infrastructure systems and assets in selected areas. This will involve applying the UNOPS Infrastructure Assessment Methodology to:

- assess the conditionality and functionality of assets and systems in selected areas;
- identify levels of risk exposure and vulnerabilities relevant to specific shock events;
- identify retrospective actions for strengthening resilience; and
- document the results of the assessment processes to create a national asset management system.

In partnership with the Planning Commission's physical infrastructure division, the Local Government Engineering Department will provide technical guidance leading to the review of existing project assessment tools and methodologies with a view to learning lessons from field assessments to strength resilience aspects of infrastructure project designs. This work will be complimented by professional development and skills enhancement for the physical infrastructure division of the Planning Commission, the Local Government Engineering Department, Public Works and staff of selected key ministries and departments to ensure applied understanding and strengthen compliance frameworks. Further collaboration will be pursued with the engineers' staff college to mainstream selected courses for long-term professional development.

The Local Government Engineering Department will strengthen its ability to incorporate failure analysis methodologies into damage assessment processes. This methodology is designed to investigate the reasons why assets and systems are damaged and/or destroyed during specific shock events. This analysis is critical for underpinning build-back-better actions which in turn further influence the government's ability to learn lessons from adversity.

Finally, the Local Government Engineering Department will collaborate with the Ministry of Disaster Management and Relief to ensure that lessons and observed risk information from failure analysis is transferred to a central information hub that is responsive to sector information needs and requests, with solid baseline information on the risk environment, including, assets, risks, vulnerabilities, gender and adaptive capacity of the communities. All information is sex disaggregated so that risks and vulnerabilities can be analysed from a gender perspective.

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Output 4

UN Women will strengthen the capacities of the Ministry of Women and Children Affairs and other gender equality machinery and women's groups to effectively engage at local, national, regional and international levels to promote gender-responsive resilience (GRR) and disaster risk management. This will be based on national and international technical expertise, good practices and lessons learned. It will include a focus on ensuring that the baseline and endline surveys for the programme are gender-responsive. UN Women will facilitate intra-country and inter-country visits for civil servants, technical experts from the Ministry of Women and Children Affairs and other relevant stakeholders for knowledge exchange, on-site visits and international conferences on gender-responsive resilience and disaster risk management.

UN Women, in partnership with the Ministry of Women and Children Affairs and the Department of Women Affairs, will strengthen the capacity of disaster management professionals and institutions for gender-responsive disaster risk reduction policies and actions. This will include developing the capacity of the Ministry of Women and Children Affairs, the Department of Women Affairs, the Ministry of Disaster Management and Relief and the Department of Disaster Management to address gender equality in disaster risk reduction, including gender-responsive risk and need assessment, through staffing and training in-country and abroad. This will also include capacity development of women's organizations and gender equality advocates to engage effectively in gender-responsive resilience (GRR) and humanitarian planning and programming. A key focus will also be the effective integration of the Ministry of Women and Children Affairs, the Department of Women Affairs and gender equality aspects into national disaster risk management instruments including the Standing Orders on Disaster.

Further, in partnership with the Ministry of Women and Children Affairs and the Department for Women Affairs, UN Women will strengthen the capacities of disaster management committee (DMC) members at all levels, especially the women members, and disaster volunteers to become agents of gender equality and gender responsiveness in disaster risk reduction, enabling them to take leadership roles. This will include building the capacities of disaster management committees for community-level gender-responsive disaster risk reduction activities and the integration of gender equality in disaster assessments (such as Joint Needs Assessments and Post-Disaster Needs Assessments) and responses. More specifically, there will be a focus on developing the leadership skills of women disaster management committee members as change agents and building the capacities of cyclone and flood preparedness programme volunteers and urban volunteers to promote gender equality in all disaster risk management actions.

UN Women, in coordination with the humanitarian gender-based violence cluster, led by the Ministry of Women and Children Affairs and co-led by the United Nations Population Fund (UNFPA), will strengthen the capacities of the Government of Bangladesh (the Ministry of Women and Children Affairs, the Department for Women Affairs and the Department for Disaster Management) and relevant service providers to prevent and respond to disaster-related gender-based violence. This will include:

- enhancing the capacity of disaster management practitioners on gender-based violence among vulnerable communities during and after disasters;
- supporting the gender-based violence cluster to develop standard procedures and referral services to deal with gender-based violence in disasters in coordination with gender-based violence service providers; and
- enhancing the capacities of gender-based violence service providers to respond in emergencies.

UN Women, in partnership with the Ministry of Women and Children Affairs and the Ministry of Disaster Management and Relief, will promote gender-responsive resilience messaging and awareness raising through and in partnership with relevant media stakeholders. This will include training journalists and strategic advocacy on gender-responsive resilience and disaster risk management.

Output 5

In order to leverage opportunities to scale up the community resilience and risk reduction models and activities developed under output 5, the programme will align with and seek to incorporate activities within existing government structures and programmes such as the MoDMR social safety net programme EGPP and the Department of Women Affairs' skills development programmes. As part of the urban activities under this output, UNDP will facilitate linkages with the National Urban Poverty Reduction Programme and partners from the Community Based Disaster Risk Management Sharing and Learning in Asia project.



The programme proposes to build on a partnership with Ansar and VDP originally initiated during the CDMP, which piloted a CPP-like model for a Flood Preparedness Programme (FPP). The choice of partnering with Ansar and VDP was strategic, to (a) capitalize on Ansar and VDP's extensive existing structure down to Upazila level and their organizational mandate to ensure safety and security in rural Bangladesh, (b) build on Ansar and VDP's SOD mandate and civil defence function in disaster management and relief during floods and cyclones, and (c) build on successful mobilization of Ansar and VDP in development programmes on immunization, mass education and rural sanitation. The CDMP-trained Ansar and VDP members performed well during the 2015 floods, and GoB officials have been very positive about institutionalizing the FPP in Ansar and VDP. The NRP will utilize the tools and materials developed during the previous partnership, working to make them more gender-responsive and to formally institutionalize the structure within the organization. This institutionalization will be accompanied by expansion of the FPP into Jamalpur and Kurigram, the districts worst affected in the 2016 floods.

UN Women will promote resilient and empowering livelihoods for women living in areas of highest risk of climate change impacts. This will include capacity development of the Department of Women Affairs on empowering and resilient livelihoods for women, market analysis and linkage with the private sector. UN women will conduct action research on climate-resilient and empowering livelihood support for most disaster-vulnerable women. UN Women will provide women living in areas of highest risk of climate change and disaster impacts with non-traditional job-oriented skills training and training on disaster preparedness for more sustainable and resilient lives, livelihoods and economic empowerment for women.

Geographical areas of intervention

Although this project is primarily a strategic technical assistance project, some field-level implementation is foreseen as part of generating evidence, increasing advocacy and creating a model for disaster resilience and risk reduction. The relevant activities and the districts in which they will be implemented are shown in table 4. The geographical coverage may increase if additional funding is made available.

Table 4: National Resilience Programme activities and their geographical areas

Programme activity	Geographical area
4.2 Strengthened capacity of DMC members and disaster volunteers	Koyra and Dacope upazilas in Khulna, Munshiganj and Kaliganj upazilas in Satkhira, Chokoria and Teknaf of Cox's Bazar, Islampur and Dewanganj upazilas in Jamalpur district; Kurigram Sadar and Chilmari in Kurigram district
5.1 Develop model for using social safety net programmes to strengthen local gender-responsive resilience-building and advocate for government adoption	Chilmari Sadar Union under Chilmari Upazila of Kurigram District
5.2 Institutionalization and expansion of flood early warning and preparedness	Islampur and Dewanganj upazilas in Jamalpur district; Kurigram Sadar and Chilmari in Kurigram district
5.3 Resilient and empowering livelihoods	Munshiganj and Kaliganj upazilas in Satkhira, Chokoria and Teknaf of Cox's Bazar
5.4 Enhanced knowledge and innovation to tackle new and emerging risks at community level	Forecast-based Financing will be piloted in districts Cox's Bazar and Sunamganj
5.5 Urban earthquake preparedness	Three wards each within cities Tangail, Rangamati, Moulvibazar, and Rangpur.

Resource mobilization and programme expansion

With a view to supporting an all-of-society approach to disaster risk reduction and resilience-building, the project has been designed to accommodate the expansion of core activities into new areas and the scale-up of field activities, creating models

and systems to support particularly vulnerable communities, households and people. The participating UN organizations will undertake joint resource mobilization efforts with a view to expanding programme activities, particularly in the first twelve months of the programme. This may include either government contributions and/or additional donor funding.

Should additional funding be made available during the programme implementation period, the following activities have been identified as strategic priorities:

- Undertake Environmentally Extended Social Accountability Matrix (ESAM) exercise with Bangladesh Bureau of Statistics (BBS) to develop disaster accounting mechanism and support Planning Commission to undertake a macro planning exercise based on the ESAM (part of component 1.2);
 - Expand sector-wise risk profiling actions to include additional Seventh Five-year Plan sectors (part of component 1.4);
 - Expand training actions for developing pool of light search and rescue trainers for cascading training in existing disaster management organizations (part of component 2.5);
 - Expand the original target geographical areas for assessing rural infrastructure systems and populating the national asset management system (part of component 3.1);
 - Expand capacity building for consolidating and strengthening infrastructure compliance frameworks in other government agencies, such as the Ministry of Public Works, the Dhaka Development Authority, the Ministry of Health, the Ministry of Education and the Ministry of Agriculture (part of component 3.2);
 - Expand and replicate resilience initiatives piloted in the Local Government Engineering Department to other relevant government agencies with infrastructure mandates (unfunded component 3.3);
 - Expand actions for strengthening the capacity of the Ministry of Women and Children Affairs (Department of Women Affairs) and Ministry of Disaster Management and Relief (Department of Disaster Management) to address gender in disaster risk reduction (part of activity 4.1);
 - Expand actions for strengthening capacity of disaster management committees and disaster volunteers on gender-responsive disaster risk reduction and monitoring (part of activity 4.2);
 - Develop the capacity of women's organizations working in the most disaster prone areas of the country to promote effective integration of gender aspects in all DRR actions at local and national levels (part of activity 4.2);
 - Develop Gender Profiles of the most disaster vulnerable areas of the country and collect SADD (part of activity 4.3);
 - Add more activities to establish an innovative early warning dissemination system to improve women's access to warnings (part of activity 4.5).
 - Expand activities for resilient and empowering livelihoods training for women living in areas of highest disaster and climate change impacts (part of activity 5.3);
 - Add more research actions to map earthquake risks and possible impact in the cities in the Chittagong Hill Tracts, on which little evidence currently exists (part of activity 5.4);
 - Add more action-oriented and participatory research activities to generate knowledge and directly inform the National Resilience Programme and others working on women's empowerment and resilience in climate change, disaster risk reduction and humanitarian actions (part of activity 5.4);
- Expand urban earthquake preparedness to include demonstrations in cities in the Chittagong Hill Tracts, which are under-served in terms of earthquake preparedness and resilience activities (part of activity 5.5).



Table 5: Results framework

UNDAF outcome: Enhance effective management of the natural and manmade environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.		Resource allocation and indicative time frame (in USD)																												
Joint Programme outcome: Substantial increase in resilience to disaster and reduction in disaster risk, loss of lives and livelihoods of men, women, girls and boys, and protection of the health of persons, businesses and communities in Bangladesh.		2017					2018					2019					2020					Total								
Indicators	UN org.	Participating UN org. corporate priority	Implementing partner	Indicative activities	Funding status	2017					2018					2019					2020					Total				
<p>Improved capacities for risk-informed and gender-responsive development planning</p> <p>Indicators: Progress towards establishment of easily accessible platform of disaster risk information for development planning purposes is established and institutionalized within the GoB system Target: Established, operational, and with sustainability plan (10 points). Baseline: Platform does not exist (0 points). Progress towards incorporation of</p>	UNDP	Government institutions have improved capacities, and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies	Ministry of Planning (MoP)	Establish platform collecting risk information and tools for gender-responsive, risk-informed planning	Funded (DCOS 181,642 NEX 114,530)	49,254					226,280					18,510					2,128					296,172				
<p>Baseline</p> <p>TBD during programme inception phase</p>																														

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<p>disaster risk screening in ADP approval and appraisal system. Target: Disaster risk screening is incorporated in ADP approval and appraisal formats (6 points). Baseline: Disaster risk screening is not incorporated in ADP approval and appraisal formats (0 points). Percentage of NRP-trained planning professionals self-reporting a change in their knowledge of risk and gender equality dimensions of their work utilizing gender responsive risk-informed approach in their project formulation or appraisal work with reference to specific, named project Target: 100% Baseline: 0 Progress towards institutionalization of DRR mainstreaming</p>			<p>Develop capacity for gender-responsive risk-informed Annual Development Programme (ADP) planning, project formulation and appraisal</p>	<p>Funded (DCOS 88,965 NEX 110,703)</p>					
<p>disaster risk screening in ADP approval and appraisal system. Target: Disaster risk screening is incorporated in ADP approval and appraisal formats (6 points). Baseline: Disaster risk screening is not incorporated in ADP approval and appraisal formats (0 points). Percentage of NRP-trained planning professionals self-reporting a change in their knowledge of risk and gender equality dimensions of their work utilizing gender responsive risk-informed approach in their project formulation or appraisal work with reference to specific, named project Target: 100% Baseline: 0 Progress towards institutionalization of DRR mainstreaming</p>			<p>Support integration of risk information in macro-level development plans</p>	<p>Funded (DCOS 41,340 NEX 13,018)</p>					

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<p>capacity in MoDMR Target: 8 points Baseline: 0 points No. of multi-hazard national sub-national disaster and climate risk assessments that inform development planning and programming, taking into account differentiated impacts. Target: 3 sectoral disaster risk assessments/profiles (MoWCA, agriculture/industry) Baseline: No sectoral disaster risk assessments exists for these sectors. Level of progress towards making 3 background papers/documents for the 8th five-year plan and the post-2020 perspective plan risk-informed in a gender-responsive manner Target: 8 points Baseline: 0 points Progress towards establishment of monitoring mechanism for Sendai framework implementation Target: Mechanism established with adequate information, capacity and allocated</p>				<p>Funded (DCOS 429,780 NEX 117,425)</p>	<p>Enhance development of gender-responsive risk-informed planning capacity in key sectors</p>	<p>MoDMR</p>	<p>Develop capacity for implementation of Sendai framework and SDG resilience agenda in development policy and investment</p>	<p>Funded (DCOS 63,000 NEX 87,000)</p>	<p>41,500</p>	<p>43,500</p>	<p>38,500</p>	<p>75,934</p>	<p>3,190</p>	<p>547,205</p>
				<p>Funded (DCOS 116,500 NEX 64,000)</p>	<p>Enhance knowledge base on disaster risk to the private sector and risk-informed business-practices</p>	<p>Ministry of Planning (MoP)</p>	<p>Develop capacity for implementation of Sendai framework and SDG resilience agenda in development policy and investment</p>	<p>Funded (DCOS 63,000 NEX 87,000)</p>	<p>10,000</p>	<p>87,500</p>	<p>64,000</p>	<p>19,000</p>	<p>180,500</p>	

<p>disaster contingency which the named institutions are not adequately resourced nor aware to fulfill (0 points) <i>Sex, age and disability disaggregation is institutionalized in GoB post-disaster data collection tools and protocols (equivalent UNDP-SP indicator 5.1.1, "A standardized damage and loss accounting system in place with sex and age disaggregated data collection and analysis, including gender)</i> Target: Post-disaster data collection forms of government require sex-, age- and disability disaggregation (SADD) in recording disaster deaths, injury and affected population. Baseline: Current government post-disaster data collection forms do not require SADD. Percentage of NRP-trained Government officials self-reporting utilization of gender-responsive recovery planning in their work, with reference to named</p>	UNDP	climate change (Same as above)	MoDMR	Strengthen national capacity for gender-responsive recovery planning	<i>Funded (DCOS 219,800 NEX 85,000)</i>	20,000	208,000	71,800	5,000	304,800
<p>Percentage of NRP-trained Government officials self-reporting utilization of gender-responsive recovery planning in their work, with reference to named</p>	UNDP	(Same as above)	MoDMR	Support establishment of Centre of Excellence on light urban SAR training	<i>Funded (DCOS 80,000 NEX 155,502)</i>	20,000	45,000	161,502	10,000	236,502

<p><i>programmes/project</i> Target: 100% Baseline: 0 Progress towards formulation and dissemination to key organizations of gender sensitive curriculum and training capacity on light search and rescue Target: 6 points Baseline: 0</p>															
<p>Improved capacity of selected public institutions to achieve resilience outcomes through designing and constructing risk-informed, disability inclusive and gender-responsive infrastructure Indicators: Strengthened LGED capacity to capture baseline information on rural infrastructure Target: 100% compared to baseline Baseline: Limited LGED capacity to capture baseline information on rural infrastructure</p>	<p>UNOPS</p>	<p>The DRR4R strategy sets out to ensure that UNOPS has a strong risk-based culture, which is fully integrated into all of our activities around the world. Through this, we are committed to supporting global SFDRR and SDG efforts to build sustainable and resilient economies in</p>	<p>LGED</p>	<p>Strengthen LGED capacity to capture baseline information on rural infrastructure systems through effective assessment and analysis of essential infrastructure systems in selected areas</p>	<p>Funded (DCOS 995,078 NEX 68,710)</p>	<p>273,951</p>	<p>434,643</p>	<p>321,120</p>	<p>34,074</p>	<p>1,063,788</p>					

<p>infrastructure varies across different institutions. Risk informed approach not widely understood. Strengthen LGED leadership, policy and compliance capacity around risk-informed, gender responsive planning and design Target: 100% compared to baseline Baseline: Baseline: No dedicated inter institutional forum specifically for gender responsive resilient infrastructure</p>																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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<p>directly engaged in Disaster risk reduction, Climate Change adaptation and Humanitarian Actions Target: 70% of DWA registered organizations in the project area Baseline: to be set by baseline study Percentage of women from the project communities self-reporting receipt of early warning messages (at the wake of disaster) Target: 70% Baseline: to be set by baseline study</p>					effectively engage at local, national, regional and international levels to promote gender responsive resilience and DRM.	Funded (DCOS 41,400 NEX 15,000)	1,000	35,900	18,500	1,000	56,400
<p>No of awareness programs (talk show, interviews) on gender responsive resilience (GRR) aired Target: 6 Baseline: 1 (2015)</p>	UN Women & MoWCA	UN Women & MoWCA	Promote gender-responsive resilience (GRR) through media (TV, Radio, community radio and social media)	Funded (DCOS 130,400 NEX 22,400)				80,500	72,200	-	152,800

<p>Strengthened disability inclusive, gender responsive community preparedness, response and recovery capacities for recurrent and mega disasters</p> <p>Indicators: No. of policy responses to study on utilization of social safety nets for gender-responsive resilience building</p> <p>Target: 2 Baseline: 0</p>	<p>UNDP UN Women</p>	<p>(Same as above)</p>	<p>MoDMR</p>	<p>Develop model for using social safety net programmes to strengthen local gender-responsive resilience-building and advocate for government adoption</p>	<p>Funded (UNDP: DCOS 20,000 NEX 498,000)</p>	<p>12,000</p>	<p>257,000</p>	<p>219,000</p>	<p>30,000</p>	<p>518,000</p>
<p>No. of policy briefs on disaster risk reduction activities with people with disabilities disseminated to high-level Resilience Dialogue Network</p> <p>Target: 2 Baseline: 0</p> <p>Progress towards institutionalization Flood Protection Programme (FPP) utilizing gender-sensitive messaging within Ansar and VDP</p> <p>Target: 7 points Baseline: FPP system, training and resources piloted within Ansar and VSP and received positive feedback from government, is</p>	<p>UNDP</p>	<p>(Same as above)</p>	<p>MoDMR</p>	<p>Institutionalization and geographical expansion of flood Early Warning and preparedness through Ansar & VDP to reach able and disabled men and women</p>	<p>Funded (UNDP: NEX 308,000) (UN Women: DCOS 87,000)</p>	<p>10,000</p>	<p>204,000</p>	<p>181,000</p>	<p>-</p>	<p>395,000</p>
<p>positive feedback from government, is</p>	<p>UN Women</p>	<p>(Same as above)</p>	<p>UN Women & MoWCA</p>	<p>Support women living in areas of highest climate change impact risk to adopt resilient and empowering livelihoods</p>	<p>Funded (UN Women: DCOS 6,000 NEX 713,305)</p>	<p>2,500</p>	<p>384,305</p>	<p>330,000</p>	<p>2,500</p>	<p>719,305</p>

however not institutionalized (0 points). No. of people (disaggregated by gender, age and disability) benefiting from increased access to early warning information from FPP expansion Target: 991,811 Baseline: 0	UNDP UN Women	(Same as above)	MoDMR & UN Women	Enhance knowledge and innovation to manage recurrent disasters and emerging risks at community level	Funded (UNDP: NEX 98,130) (UN Women: DCOS 80,000)	-	162,800	15,330	-	178,130
No. of social safety net programmes (MoWCA) revised to meet disaster specific needs of women from the most vulnerable areas Target: 4 Baseline: 0										
No of women in the project area pursuing nontraditional livelihood options contributing to their resilience building Target: TBD Baseline: 0	UNDP	(Same as above)	MoDMR	Strengthen capacity of urban communities for disaster preparedness	Funded (UNDP: DCOS 118,584 NEX 537,052)	17,296	408,600	223,308	6,432	655,636
Percentage (xx%) of women involved in the project that self-report decrease assets loss (in case of disaster) compared to previous disasters Target: 60 Baseline: 0										
Progress towards inclusion for Forecast-Based Financing within										

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Sub Project wise Budgetary Allocation

1. Sub Project 1- MadDMR and UNDP

Outputs	Components	2017		2018		2019		2020		Total		Grand Total
		NEX	DCOS	NEX	DCOS	NEX	DCOS	NEX	DCOS	NEX	DCOS	
Output 1: Improved capacities for risk-informed and gender responsive development planning	1.5: Develop capacity for implementation of Sendai framework and SDG resilience agenda in human development policy and investment	7,500	34,000	31,500	12,000	31,500	7,000	16,500	10,000	87,000	63,000	150,000
	2.1: Enhanced capacities of the GoB for coordination and implementation of response for recurrent and mega-disaster risks	8,000	18,000	16,592	34,000	6,000	4,000	-	-	30,592	56,000	86,592
	2.3: Strengthen national capacity for gender-responsive post-disaster recovery planning	-	20,000	60,000	148,000	25,000	46,800	-	5,000	85,000	219,800	304,800
	2.4: Support establishment of Center of excellence on light search and rescue training in NDRTI	-	20,000	15,000	30,000	20,000	141,502	-	10,000	156,502	80,000	236,502
	5.1: Develop model for using social safety net programmes to strengthen local gender responsive resilience-building and advocate for government adoption	12,000	-	237,000	20,000	219,000	-	30,000	-	498,000	20,000	518,000
Output 5: Strengthened community preparedness, response and recovery capacities for recurrent and mega disasters	5.2: Expansion of flood early warning and preparedness for timely dissemination to men, women and people with disabilities	10,000	-	154,000	-	144,000	-	-	-	308,000	-	308,000
	5.4: Enhanced knowledge and innovation to tackle new and emerging risks at community level	-	-	82,800	-	15,330	-	-	-	98,130	-	98,130
	5.5: Strengthen capacity of urban communities for disaster response	-	17,296	348,376	60,224	186,676	36,632	2,000	4,432	537,052	113,584	655,636
	Total Activity Cost	37,500	109,296	945,268	304,224	769,008	114,432	48,500	29,432	1,800,276	557,384	2,357,660
	Operations cost and M & E	65,951	192,312	121,273	206,676	125,625	236,688	127,466	127,995	440,315	763,671	1,203,986
Total Programme (activity, operations and M&E)	103,451	301,608	1,066,541	510,900	894,633	351,120	175,966	157,427	2,240,591	1,321,055	3,561,646	
UNDP Indirect Support Cost	-	24,774	-	99,095	78,826	429,946	179,949	175,966	2,240,591	225,217	225,217	
Grand Total	103,451	326,382	1,066,541	609,995	894,633	429,946	179,949	175,966	2,240,591	1,546,272	3,786,863	

2. Sub Project 2- MoP and UNDP

Outputs	Components	2017		2018		2019		2020		Total			Grand Total
		NEX	DCOS	NEX	DCOS	NEX	DCOS	NEX	DCOS	NEX	DCOS	DCOS	
Output 1: Improved capacities for risk-informed and gender responsive development planning	1.1 Establishment of platform collecting risk information and tools for gender-responsive, risk-informed planning	9,000	40,254	97,530	128,750	8,000	10,510	-	2,128	114,530	181,642	296,172	
	1.2: Enhanced capacity within the Planning Commission for disaster and climate risk screening of Annual Development Plan (ADP) projects.	-	-	70,407	75,558	24,729	9,116	15,567	4,291	110,703	88,965	199,668	
	1.3: Support integration of risk information in macro-level development plans	-	11,840	3,248	16,871	7,806	9,313	1,964	3,316	13,018	41,340	54,358	
	1.4: Enhanced disaster risk knowledge and capacity for risk-informed planning in government agencies working in key sectors and issues	-	29,572	50,000	388,509	8,509	67,425	-	3,190	117,425	429,780	547,205	
	1.6: Enhance knowledge base on disaster risk to the private sector and risk-informed business practices	3,000	7,000	9,500	78,000	37,500	26,500	14,000	5,000	64,000	116,500	180,500	
	Total Activity Cost	12,000	88,666	230,685	687,688	145,460	63,948	31,531	17,925	419,676	858,227	1,277,903	
Operations cost and M & E	37,256	53,532	59,133	54,133	55,133	54,133	20,872	23,327	172,394	185,125	357,519		
Total Programme (activity, operations and M&E)	49,256	142,198	289,818	741,821	200,593	118,081	52,403	41,252	592,070	1,043,352	1,635,422		
UNDP Indirect Support Cost		12,106	65,235	20,151	5,922	-	103,414					103,414	
Grand Total		49,256	154,304	289,818	807,056	200,593	138,232	52,403	47,174	592,070	1,146,766	1,738,836	

3. Sub Project 3: MoWCA and UN Women

Outputs	Components	2017		2018		2019		2020		Total		Grand Total
		NEX	DCOS	NEX	DCOS	NEX	DCOS	NEX	DCOS	NEX	DCOS	
		Output 2: Strengthened gender-responsive national capacities to address recurrent and mega disasters	2.2: Strengthen capacity of MoWCA, MoMDR for: SADD collection and usage in post disaster situation, gender responsive risk analysis, need assessment	-	22,300	-	62,800	-	53,000	-	-	
Output 3: Improved capacity of selected public institutions to achieve resilience outcomes through designing and constructing risk-informed and gender-responsive infrastructure systems	3.2: Develop and enforce consistent planning, design, compliance and construction processes in LGED for new assets and infrastructure systems in support of proactive resilience building	-	-	-	19,750	-	3,500	-	-	-	23,250	23,250
Output 4: Enhanced women leadership capacities for gender-responsive disaster management decisions, investments and policies at national and local levels	4.1: Strengthen capacity of disaster management professionals and institutions for gender responsive DRR policies and actions	63,449	222,695	72,492	224,257	47,498	222,441	17,496	82,905	200,935	752,298	953,233
	4.2: Capacitating DMC members especially the women members and disaster volunteers (CPP, FPP) to become agents of gender equality and gender responsiveness in DRR enabling them to take leadership roles	-	47,000	-	211,000	-	159,000	-	3,000	-	-	420,000
Output 5: Promote gender responsive resilience (GRR) through media	4.3: Strengthening capacity of MoWCA to effectively engage at national, regional and international level promoting (GRR)	-	60,500	-	32,000	-	42,000	-	-	-	134,500	134,500
	4.4: Improve capacity of MoWCA/DWA/ DDM to decrease during and post disaster GBV through training of staff members and developing awareness of vulnerable communities about the issue	-	1,000	10,000	25,900	5,000	13,500	1,000	15,000	1,000	41,400	56,400
	4.5: Promote gender responsive resilience (GRR) through media	-	-	10,400	70,200	12,000	60,200	-	22,400	-	130,400	152,800

Output 5: Strengthened community preparedness, response and recovery capacities for recurrent and mega disasters	5.2: Expansion of flood early warning and preparedness for timely dissemination to men, women and people with disabilities	-	-	-	-	37,000	-	-	-	-	87,000	87,000
	5.3: Resilient and empowering livelihoods for women living in areas of highest risk of climate change impacts	2,500	-	378,305	6,000	330,000	-	2,500	713,305	6,000	719,305	719,305
	5.4: Enhanced knowledge and innovation to tackle new and emerging risks at community level	-	-	-	80,000	-	-	-	-	-	80,000	80,000
	Total Activity Cost	65,949	353,495	471,197	781,907	394,498	590,641	19,996	86,905	951,640	1,812,948	2,764,588
Operations cost and M & E	20,090	112,719	38,365	150,188	38,365	150,208	28,080	75,126	124,900	488,241	613,141	613,141
Total Programme (activity, operations and M&E)	86,039	466,214	509,562	932,095	432,863	740,849	48,076	162,031	1,076,540	2,301,189	3,377,729	3,377,729
UN Women Indirect Support Cost	-	34,192	-	91,890	-	74,794	-	12,822	-	213,698	213,698	213,698
Grand Total	86,039	500,406	509,562	1,023,985	432,863	815,643	48,076	174,853	1,076,540	2,514,887	3,591,427	3,591,427



4. Sub Project 4: LGED and UNOPS

Outputs	Components	2017		2018		2019		2020		Total		Grand Total	
		NEX	DCOS	NEX	DCOS	NEX	DCOS	NEX	DCOS	NEX	DCOS		
Output 3: Improved capacity of selected public institutions to achieve resilience outcomes through designing and constructing risk-informed and gender-responsive infrastructure systems	3.1: Strengthened LEGD capacity to capture baseline information on rural infrastructure systems through effective assessment and analysis of essential infrastructure systems in selected areas	-	273,951	23,994	410,649	31,198	289,922	13,518	20,556	68,710	995,078	1,063,788	
	3.2: Develop and enforce consistent planning, design, compliance and construction processes in LGED for new assets and infrastructure systems in support of proactive resilience building	-	46,950	30,336	339,674	28,747	279,476	2,598	-	61,681	666,100	727,781	
	3.3: Strengthened capacity for other institutions by adapting the risk informed and gender responsive resilient infrastructure approach	-	-	-	15,180	-	-	-	-	-	-	15,180	15,180
	3.4: Strengthen integration between institutions of the resilient Infrastructure approach through leadership, policy and compliance capacity	-	45,955	81,015	90,748	93,667	85,007	1,765	-	176,447	221,710	398,157	
Total Activity Cost		-	366,856	135,345	856,251	153,612	654,405	17,881	20,556	306,838	1,898,068	2,204,906	
Operations cost and M & E		1,775	234,064	16,811	271,326	16,811	284,279	11,403	26,776	46,800	816,445	863,245	
Total Programme (activity, operations and M&E)		1,775	600,920	152,156	1,127,577	170,423	938,684	29,284	47,332	353,638	2,714,513	3,068,151	
UNOPS Indirect Support Cost		-	38,003	-	79,807	-	68,406	-	3,800	-	190,016	190,016	
Joint programme Administrative Agent cost		-	8,834	-	27,091	-	19,435	-	3,534	-	58,893	58,893	
Grand Total		1,775	647,757	152,156	1,234,474	170,423	1,026,524	29,284	54,666	353,638	2,963,422	3,317,060	

Management and coordination arrangements

The National Resilience Programme will be implemented following the national execution modality (NEX). A results framework assigning responsibility for implementation to the implementing partners and the UN agencies will be included. Each of the four government cooperating agencies will assume responsibility for the implementation of a set of project activities, known as sub-projects. A set of government project documents (one per sub-project) will be formulated, which will set out clearly the roles, financial allocation and accountability of all the government cooperating agencies and implementing partners.

Table 6: Government of Bangladesh and United Nations partnership in the National Resilience Programme

Government cooperating agency	Implementing partner	Partnering UN agency
Ministry of Disaster Management and Relief	Department of Disaster Management	UNDP
Planning Commission, the Ministry of Planning	Programming Division	UNDP
Ministry of Women and Children Affairs	Department of Women Affairs	UN Women
Local Government Division, Ministry of Local Government, Rural Development and Co-operatives	Local Government Engineering Department	UNOPS

The participating United Nations organizations have identified that UNDP will serve as the Convening Agency (CA) for the joint programme. As such, UNDP is accountable for coordinating programmatic activities and supporting meetings of the Programme Steering Committee. UNOPS will serve as Administrative Agent (AA) for the National Resilience Programme, with responsibility for disbursing funds and compiling joint financial reports (see details in section Fund Management Arrangement).

The cooperation and operational activities of the National Resilience Programme will be guided by the existing agreements between the Government of Bangladesh and United Nations agencies (for example, the Standard Basic Assistance Agreement – SBAA) and the agreements laid down in the Joint Programme Document.

Governance arrangements

The governance of the National Resilience Programme will be ensured through a two-tier structure:

- Oversight and strategic guidance through a Programme Steering Committee (PSC);
- A Programme Joint Programme Implementation Committee (PIC) to support the Programme Steering Committee

As lead government ministry on disaster risk reduction, disaster mainstreaming and implementing the Sendai framework, the Ministry of Disaster Management and Relief will appoint the lead government officials in both tiers of the programme governance structure. This will ensure that National Resilience Programme is linked to relevant disaster coordination mechanisms.

The Programme Steering Committee (PSC)

The Programme Steering Committee is the decision-making body for the programme, providing strategic guidance, fiduciary and management oversight and coordination. This includes approving the annual work plans and endorsing any government programme document revisions for approval. The committee will meet at least annually but may meet more frequently if required. The committee is composed of:

- Secretary, Ministry of Disaster Management and Relief (MoDMR) – as chair
- Representative, Economic Relations Division (ERD) – member
- Representative (not below Additional Secretary level), Ministry of Women and Children Affairs (MoWCA) – member
- Representative (not below Additional Secretary level), Programming Division of the Planning Commission, Ministry of Planning (MoP) – member

- Representative (not below Additional Secretary level), Local Government Division, Ministry of Local Government, Rural Development and Co-operatives (MoLGRDC) – member
- Chief Engineer, Local Government Engineering Department– Representative (not below Additional Secretary level), Ministry of Social Welfare – member
- Donor representatives – member
- UNDP Country Director – member
- UN Women Country Representative – member
- UNOPS Country Representative - member
- National Programme Coordinator – member secretary

The committee may co-opt members following government circular on Development Project Preparation, Processing, Approval and Revision, if necessary. (Ref: page 169, <http://www.plandiv.gov.bd/site/files/23548d50-a9f7495ac9272ddf6f21e2f/%E0%A6%89%E0%A6%A8%E0%A7%8D%E0%A6%A8%E0%A7%9F%E0%A6%A8%E0%A6%AA%E0%A7%8D%E0%A6%B0%E0%A6%95%E0%A6%B2%E0%A7%8D%E0%A6%AA%E0%A6%B8%E0%A6%82%E0%A6%95%E0%A7%8D%E0%A6%B0%E0%A6%BE%E0%A6%A8%E0%A7%8D%E0%A6%A4%E0%A6%AA%E0%A6%B0%E0%A6%BF%E0%A6%AA%E0%A6%A4%E0%A7%8D%E0%A6%B0>)

The Joint Programme Implementation Committee (PIC)

The Joint Programme Implementation Committee supports coordination of the National Resilience Programme. The overarching task of the committee will be to ensure that synergies exist between the National Resilience Programme sub-projects, to prepare and compile the annual work plans and narrative reports for the programme. The committee will meet quarterly to review programme progress. The committee will also facilitate joint programme outcome monitoring and evaluation. The committee will consist of:

- A *National Programme Coordinator (NPC* - not below level of Joint Secretary part-time, additional responsibility) appointed by the Ministry of Disaster Management and Relief and accountable to the Secretary of that ministry. Due to the number of partners involved and the ambition of the programme, it is crucial that the National Programme Coordinator is experienced and suitable. The role of the National Programme Coordinator is to ensure that:
 - Coordinate the Project Directors of the sub-projects to ensure that the objectives of the programme are met;
 - The programme's sub-projects are coordinated to create synergy in implementation and outputs, including calling the meetings of the Joint Programme Implementation Committee to review progress quarterly and prepare the joint programme annual work plan annually;
 - Project outputs are translated into policy recommendations and advocated for in government decision-making;
 - Timely submission of joint programme annual work plans, narrative reports, mid-term evaluation and final evaluation to the Steering Committee;
 - Coordination takes place with other development partners whose support is critical to achieving the outcomes of the programme
 - Supervise the work of the Programme Coordination and Monitoring Team (PCM Team, see below for description).
- Four *Project Directors (PDs)*, (not below the level of Deputy Secretary,, additional responsibility), one for each of the National Resilience Programme subprojects. These directors will be appointed from the concerned ministries and located in the relevant technical/implementing department of that ministry and must have suitable experience. The directors will be accountable to the Secretary of their respective ministries, except in the case of the LGED sub-Project Director, who will be accountable to the Secretary of LGD through the Chief Engineer of LGED. The role of each Project Director is to:
 - Assume financial and results accountability for the sub-project (the collection of activities for which their ministry takes responsibility according to the results framework), including FAPAD audit;
 - Ensure that the sub-project is well coordinated with the programme as a whole, by formally meeting with the National Programme Coordinator, the participating UN organizations and other directors to jointly prepare the annual work plan and review progress once per quarter;

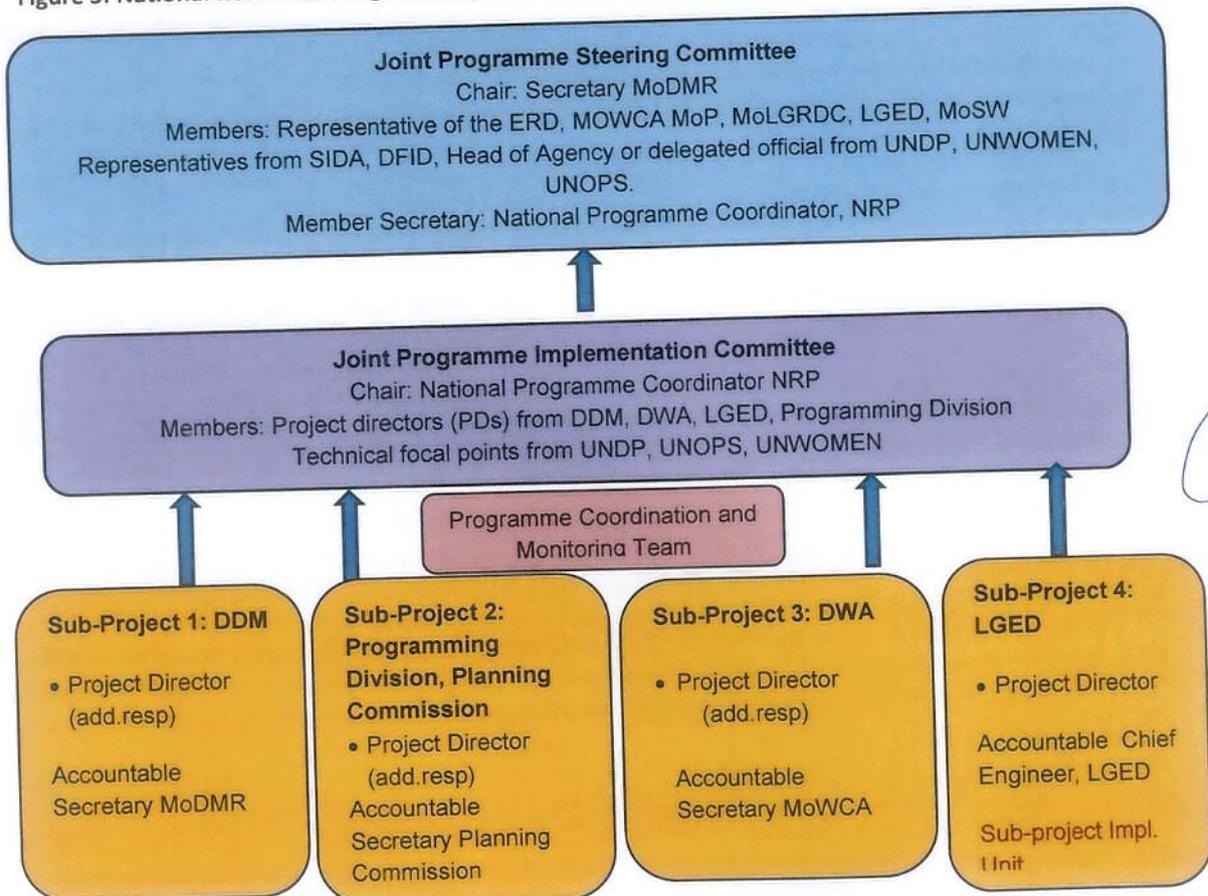
- Exercise overall technical, financial and administrative oversight of the sub-project they are responsible for;
- Ensure timely submission of sub-project work plans, financial reports and narrative reports from the sub-project to the programme coordination and management unit.
- Supervise work of sub-project staff and consultants.
- Technical focal points from the participating UN organizations, who will provide technical support to the planning, implementation, and evaluation of programme activities and progress;
- As member secretary, the Programme Support Manager hired to lead the PCM Team.

The committee may co-opt members following government circular on Development Project Preparation, Processing, Approval and Revision, if necessary. (Ref: page 170, <http://www.plandiv.gov.bd/site/files/23548d50-a9f7-495a-8c92-72ddf6f21e2f/%E0%A6%89%E0%A6%A8%E0%A7%8D%E0%A6%A8%E0%A7%9F%E0%A6%A8%E0%A6%AA%E0%A7%8D%E0%A6%B0%E0%A6%95%E0%A6%B2%E0%A7%8D%E0%A6%AA-%E0%A6%B8%E0%A6%82%E0%A6%95%E0%A7%8D%E0%A6%B0%E0%A6%BE%E0%A6%A8%E0%A7%8D%E0%A6%A4-%E0%A6%AA%E0%A6%B0%E0%A6%BF%E0%A6%AA%E0%A6%A4%E0%A7%8D%E0%A6%B0>)

Work plans will be the main management instrument governing the implementation of the project. The Joint Programme Implementation Committee prepares an annual work plan with well-defined result indicators, using the standard format for joint UN programmes. Annual work plans will be approved by the Steering Committee. Once approved, the work plan will give the Project Directors and Sub-project Managers the authority to implement the project. Human resource mobilization and procurement plans need to be added to the annual work plan as annexes and are subject to review and endorsement by the Steering Committee.

As specified in their individual role descriptions, the National Programme Coordinator, the participating UN organizations and the Project Directors will meet formally once a quarter, to review progress, manage risks and prepare the joint programme annual work plans. The meetings will be called and chaired by the National Programme Coordinator, with the Programme Support Manager serving as secretary. The participating UN organizations will be represented by technical level or country office level programme implementation focal points or UN agency management representatives, as appropriate. These meetings will be the forum for preparing the joint programme annual work plan before it is submitted to the Steering Committee.

Figure 3: National Resilience Programme governance structure



Management arrangements

Resources will be allocated to support programme implementation in two tiers:

- At programme level, the aforementioned project coordination and monitoring team;
- At sub-project level, in the four sub-project implementation units.

Programme Level – Programme Coordination and Monitoring Team (PCM Team)

A Programme Coordination and Monitoring Team (PCM team) will be established by UNDP as Convening Agency, led by a hired Programme Support Manager and jointly accountable to the National Programme Coordinator and UNDP. The PCM Team will also include a gender mainstreaming specialist, who will be recruited by UN Women.

The role of the PCM team will be to:

- Facilitate day-to-day coordination between the programme sub-projects;
- Organize and support meetings of the Programme Steering Committee;
- Organize and facilitate audits and evaluation of the programme;
- Collect sub-project reports and annual work plan inputs and consolidate them;
- Provide technical support to the sub-projects on issues relating to disaster resilience advocacy and gender mainstreaming.;
- Prepare joint programme narrative reports for UNDP to submit to the donors and Programme Steering Committee.

After the completion of each quarter, the Programme Coordination and Monitoring Team and National Programme Coordinator will meet with the technical level UN and development partner focal points to present and discuss progress.

It is important to note that the team serves the programme as a whole. The Programme Coordination and Monitoring Team will be located either in the Bangladesh Secretariat, at the Ministry of Disaster Management and Relief offices, or at the Department of Disaster Management offices.

The team will consist of the following staff:

- A *Programme Support Manager* who is responsible for: day-to-day management of the Programme Coordination and Monitoring Team (including the timely and efficient delivery of its support functions for the joint programme); coordinating with the sub-projects and UN agencies; providing quality assurance; and supporting the National Programme Coordinator in advocacy activities and facilitating and organizing Steering Committee and Programme Implementation Committee. This position will involve full-time work for 39 months. He/she will be jointly accountable to UNDP and the National Programme Coordinator.
- A *Results and Communication Officer* who is responsible for: compiling sub-project monitoring results and preparing joint narrative reports; monitoring progress towards programme outcomes; assisting scheduled mid-term and final evaluations; preparing a programme communication and visibility plan; and supporting programme advocacy and communication. This position will involve full-time work for 36 months.
- A *Gender Mainstreaming Specialist* who is responsible for: maximizing synergies between gender, DRR, climate change, for providing policy support and information in the context of negotiations/discussions on gender and DRR and for capacity enhancement of Programme Implementation Committee and sub project colleagues on gender dimensions of disaster risk, particularly in terms of women's vulnerabilities, capacity and exposure to hazards. This position will be working full time for 36 months.



- A *Programme Associate* who is responsible for: the financial management of the Programme Implementation Committee and Steering Committee activities; providing financial and project management support to the programme and sub-projects when needed (especially in relation to programme closure); and performing other finance-related and administrative tasks. The Programme Associate will liaise with Project Associates and Project Directors at sub-project level as and when necessary. This position will involve full-time work for 39 months.

The Programme Coordination and Monitoring Team will be fully staffed for the core implementation period (initial 36 months) of the project; for the last three months (April-June 2020), the team will have a reduced staff to facilitate programme and sub-project closure only.

Sub-project level

Sub-project implementation units will be established at the sub-project level. The exact staffing configuration and location will be determined by each of the government ministry and participating UN organization partnerships, according to the activities and approach of their particular sub-project. Please see appendix 5 for proposed staffing composition in the sub-projects. While institutional location and specific staffing structure may vary between the sub-projects, each sub-project implementation unit will be allocated funds to ensure capacity for:

- Project management and quality assurance for the sub-project;
- Financial management, procurement and preparation of financial reports;
- Output and activity monitoring and preparation of sub-project progress reports;
- Technical support for implementation of the sub-project activities.

Premises for each sub-project implementation unit will be given as in-kind contribution to the programme by the respective host government agencies (Department of Disaster Management, Department of Women Affairs, Programming Division of Planning Commission, and Local Government Engineering Department).



Fund management arrangements

The administration of the National Resilience Programme follows the “pass-through” fund management option, in accordance with the planning and financial procedures as explained in the United Nations Development Group's *Guidance note on joint programming* (UNDG August 2014). As per these guidelines, the programme arrangements for management, review and coordination should be documented, including the roles and responsibilities of the Administrative Agent.

For the National Resilience Programme, UNOPS will act as Administrative Agent in accordance with the responsibilities and mandate described in the *Protocol on the Administrative Agent for multi-donor trust funds and Joint Programmes programmes, and One UN Funds* (UNDG October 2010). Accordingly, UNOPS is responsible for financial/administrative management, i.e.:

- Receipt of donor contributions;
- Disbursement of funds to the participating UN organizations, based on Steering Committee instructions;
- Consolidation of periodic financial reports and the final financial report.

On receipt of a copy of the signed programme document for the National Resilience Programme, UNOPS will transfer the first annual installment to each participating UN organization. Subsequent installments will be released in accordance with annual work plans approved by the Steering Committee.

Each participating UN organization assumes complete programmatic and financial responsibility for the funds disbursed to it by the Administrative Agent. The transfer of funds from the Administrative Agent will be made to the country offices of UNDP and UN Women, and UNOPS. Each participating UN organization establishes a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

As Administrative Agent, UNOPS shall be entitled to allocate 1 per cent of the amount contributed by the donors to its costs of performing the Administrative Agent function. As the Convening Agency, UNDP is entitled to recover its direct costs related to its convening roles, which have been included in the National Resilience Programme budgetary framework. Participating UN organizations are entitled to deduct their indirect costs on contributions received according to their own regulations and rules, taking into account the size and complexity of the particular programme. However, indirect costs cannot exceed 7 per cent of programme expenditure.

Cash transfer mechanism

Cash transfer modalities, the size and frequency of disbursements, and the scope and frequency of monitoring, reporting, assurance and audit will be agreed prior to programme implementation. These details will take into consideration the capacity of implementing partners and can be adjusted in accordance with the programme operations policy and procedures of UNDP. For the UN executive committee (ExCom) agencies, the provisions required under the Harmonized Approach to Cash Transfers (HACT) as detailed in their country programme action plans or in other agreements covering cash transfers will apply.

UNDP

As practiced in all UNDP supported projects it will use the Harmonized Approach to Cash Transfer under which the government implementing partner (IP) is accountable for managing UNDP resources to achieve the expected results specified in the programme document, in accordance with the principles of the UNDP financial regulations and rules. During the inception phase the UN agencies will organize customized orientation for the govt. colleagues engaged in the project on UNDP rules and procedures on financial management.

In the UNDP sub-project of the programme, the Project Director, with approval from the appropriate authority of the implementing partner, is authorized to operate the project account with a national commercial bank, under a joint signatory arrangement with the sub-project manager. The project account must be a current account, which may yield interest if provided for by the local financial system. Under no circumstances should UNDP funds be deposited into a separate bank account for interest-bearing purposes. The Project Director arranges the opening of a project account before submitting a request for the first quarter disbursement as an advance from UNDP. UNDP will advance funds for a three-month period in the dedicated accounts to be maintained by the implementing partners exclusively for this project. At the end of the three-month period, the Project Director will submit an elaboration of expenses in the Fund Authorization and Certificate of

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Expenditure (FACE) format that will be reviewed by UNDP before they release funds for the next quarter. Funds will be directly disbursed to the other national implementing partners or ministries from the dedicated project account, as per the approved annual work plan and budget of the project.

For the outputs indicated in the results framework, UNDP will receive funds from the Administrative Agent, and will provide the government implementing partners (the Ministry of Disaster Management and Relief and the Planning Commission) with the required financial resources to carry out programme activities during the annual cycle according to . UNDP can also take responsibility for certain activities and outputs if the Government of Bangladesh requests this, by following the provision of support services section in the national implementation modality.

UN Women

After signing the Letter of Agreement with the government implementing partners, UN Women disburses the funds to them to implement the project, in accordance with the project work plan and budget. UN Women pays funds in advance instalments, withholding at least 10 per cent for risk management purposes, to be reimbursed after the end of the project. Funds are disbursed to implementing partners through bank transfers. Installments are preferably paid quarterly but the maximum period of an instalment is six months. Implementing partners submit quarterly narrative and expenditure reports to liquidate advances. When the liquidation of the previous advance reaches 80 per cent and liquidation of all earlier advances reaches 100 per cent, UN Women will pay the next advance instalment. The project manager monitors whether the implementing partners' expenditure is following the work plan in a transparent way to achieve results.

UNOPS

UNOPS component will be delivered with LGED under a direct country office support, as per their current engagement partnership (ie without cash transfer). UNOPS support to LGED is primarily focusing on technical assistance and capacity building, through the appointment of national and international consultants and the review and upgrading of operational and technical systems. Costs will be shared between UNOPS and LGED on the organisation of training, workshops and seminars. Such details will be finalized during the planning stage of the project where work plans and contributions are prepared and finalized.

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Monitoring, evaluation and reporting

Baselines

Detailed baseline surveys will be conducted for key output areas in order to assess the pre-programme implementation status of all relevant indicators and inform the programme implementation and progress monitoring.

Monitoring

Each participating UN organization is responsible for monitoring its activities at the sub-project level, with the Convening Agency overseeing and coordinating to ensure that all targets are monitored. Please see next page for the Joint Programme Monitoring Framework (table 7). A joint monitoring plan detailing roles, responsibilities, timing and methodology will be developed during the inception phase of the programme.

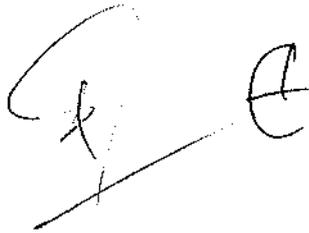
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Table 7: Joint Programme Monitoring Framework

Expected Results	Indicators	Means of verification	Collection methods	Responsibility	Risks and assumptions
1.1 Establishment of platform collecting risk information and tools for gender-responsive, risk-informed planning	<p><i>Progress towards establishment of easily accessible platform of disaster risk information for development planning purposes is established and institutionalized within the GoB system</i></p> <p><i>Progress towards institutionalization of DRR mainstreaming capacity in MoDMR</i></p>	<p>Programme progress report</p> <p>Government gazette notifications</p> <p>Budget of concerned ministries</p> <p>Mid-Term Budgetary Framework</p> <p>Organogram of Planning Commission and Department of Disaster Management</p> <p>Training records</p>	<p>Document review</p> <p>Key informant interviews</p> <p>Survey/questionnaire</p>	<p>Project Team will collect and Planning Commission will review and endorse</p> <p>UNDP</p>	<p>A. Government is willing to allocate resources and assign personell to keep platform operational beyond programme period.</p> <p>R. Permanent allocation of resources and personell in MoP and DDM to support mainstreaming and disaster risk information provision is delayed due to approval process for organogram changes.</p> <p>R. Platform is not utilized by planners if information is hard to access or do not adequately fit their needs.</p>
1.2 Capacity for gender-responsive risk-informed Annual Development Programme (ADP) planning is developed	<p><i>Percentage of NRP-trained planning professionals self-reporting a change in their knowledge of risk and gender equality dimensions of their work utilizing gender responsive utilization of a gender responsive risk-informed approach in their project formulation or appraisal work with reference to specific, named project</i></p> <p><i>Progress towards incorporation of disaster risk screening in ADP approval and appraisal system</i></p>	<p>Capacity assessment</p> <p>ADP project and budget documents</p> <p>ADP approval and appraisal formats</p>	<p>Survey/questionnaire</p> <p>Key Informant Interviews</p> <p>Document review of specific ADP project documents</p>	<p>Project Team will collect and Planning Commission will review and endorse</p> <p>UNDP</p>	<p>A. The programme is able to provide planners with sufficiently in-depth training for them to apply risk-informed approach in their daily work.</p> <p>R Planners are unable to apply risk-informed approach in their daily work due to lack of risk information.</p> <p>R. Inclusion of disaster risk screening is not prioritized in 'Strengthening Public Investment' ADP approval and appraisal revisions.</p>
1.3 Key macro-	Level of progress	Background	Document review	Project Team	A. Willingness of

Expected Results	Indicators	Means of verification	Collection methods	Responsibility	Risks and assumptions
level development plans are risk informed	<i>towards making 3 background papers/documents for the 8th five-year plan and the post-2020 perspective plan risk-informed in a gender-responsive manner</i>	papers for 8 th Five Year Plan and Post-2020 Perspective Plan Draft 8 th Five Year Plan and Post-2020 Perspective Plan	Key Informant Interviews	will collect and Planning Commission will review and endorse UNDP	professionals working on background papers for macro plans remains as good as or better than preparation for the 7 th Five Year Plan. R. Engagement during programme period does not sustain until finalization of macro plans.
1.4 Enhance development of gender-responsive risk-informed planning capacity in key sectors	<i>No. of multi-hazard national sub-national disaster and climate risk assessments that inform development planning and programming, taking into account differentiated impacts.</i>	Programme progress report Risk assessment reports ADP government project documents in the concerned sectors	Document review Key Informant Interviews	Project Team will collect and Planning Commission will review and endorse UNDP	A. The programme is able to provide sectoral planners with sufficiently in-depth training and quality risk assessment for them to apply risk-informed approach in their daily work. R Planners are unable to apply risk-informed approach in their daily work due to lack of risk information. R. Inclusion of disaster risk assessment is not prioritized in development of new ADP projects
1.5 Develop capacity for implementation of Sendai framework and SDG resilience agenda in human development policy and investment	<i>Progress towards establishment of monitoring mechanism for Sendai framework implementation established</i>	Programme progress report Government gazette notifications Mid-Term Budgetary Framework Draft DDM organogram Capacity assessment	Document review Key Informant Interviews	DDM UNDP	A. Options for sustaining MoDMR's disaster risk reduction mainstreaming advisory role and Sendai implementation monitoring throughout Sendai implementation period can be identified in the first year of the programme R. Institutionalization of Sendai monitoring is delayed due to delay in sustained resource allocation or changes to the DDM organogram.
2.1 Strengthened capacity for	<i>Gaps, strengths and constraints for megadisaster</i>	Review of SOD Assessment of key institution's	Document review, including: Key stakeholder	DDM UNDP	A. Identification of gaps, strengths and constraints in current

Expected Results	Indicators	Means of verification	Collection methods	Responsibility	Risks and assumptions
coordination of response to megadisaster	<i>preparedness in current allocation of mandates in Standing Orders on Disaster (SOD) are known to key stakeholders</i>	capacity to fulfill SOD roles and operational responses of key stakeholders Minutes of National Disaster Management Committee meeting Minutes of National Resilience Dialogue convention	ministries' Mid-Term Budgetary Framework National Plan for Disaster Management Key Informant interviews Review of key stakeholders' budgets		allocation of mandates in SODs spur investment of resources, time and technical expertise to strengthen capacity. R. Gaps and constraints in current allocation of mandates in SODs are not addressed due to reluctance to change current allocation of mandates.
2.2 Strengthened capacity for SADD collection and use	<i>Sex, age and disability disaggregation is institutionalized in GoB post-disaster data collection tools and protocols</i>	SOS Form D-Form Joint Needs Assessment reports	Document review	DDM UNDP	A. Department of Disaster Management is willing to revise data collection tools to align with Sendai reporting requirements. R. Lack of understanding of SADD hampers collection of data.
2.3 Strengthened national capacity for gender-responsive recovery planning	<i>Percentage of NRP-trained government officials self-reporting utilization of gender-responsive recovery planning in their work, with reference to named programmes/projects</i>	Training records Capacity assessment Post-disaster project plans and reports	Questionnaire/surveys Document review Interviews	DDM UNDP	A. Line ministries are willing to take on board recovery perspective by participating in capacity development R. Line ministries show reluctance to implement recovery approach.
2.4 Centre of Excellence on light urban SAR training is established	<i>Progress towards formulation and dissemination to key organizations of gender sensitive curriculum and training capacity on light search and rescue</i>	Programme progress report NDRTI institutional documents and budget NDRTI curriculum Training records	Document review Questionnaire/surveys	DDM UNDP	A. DDM and NDRTI are able to formalize Centre of Excellence structure in institutional documents R. NDRTI is not allocated adequate resources to continue Centre of Excellence function.
3.1 Strengthen	<i>Operational AMS</i>	Review of AMS	Random	UNOPS	A. LGED will engage

CV A

Expected Results	Indicators	Means of verification	Collection methods	Responsibility	Risks and assumptions
LGED capturing baseline information on rural infrastructure	<i>with initial assessment feedback incorporated by December 2017</i>	content quality	inspections and frequent observations and consultations		willingly in the assessment process R. LGED will not be able to sustain their commitment to the process at the level required
3.2 Consistent planning, design, compliance and construction processes for new assets and infrastructure systems in support of proactive gender-responsive resilience building in place	<i>Project design criteria reviewed, agreed changes incorporated and training launched by December 2017</i>	Review of revised criteria	Random inspections, workshop records and frequent consultations	UNOPS	A. Planning Commission will engage fully in the process and lead change. R. There will be a resistance to change existing assessment criteria
3.3 Strengthened capacity for other institutions by adopting risk informed and gender responsive resilient infrastructure design and implementation	<i>Expansion strategy developed by December 2017 and implemented by mid-2018</i>	Observed changes in design processes	Random inspections and pre-determined consultations	UNOPS	A. There will be acceptance from key agencies for adopting a systems approach to infrastructure design. R. Agencies will resist changes to existing siloed design and construction processes.
3.4 Strengthen LGED leadership, policy and compliance capacity around risk-informed, gender responsive planning and design	<i>Skills and competency framework established for key positions and launched by December 2017</i> <i>Number of people trained in revised courses</i>	Training records Observed increase in skills	Random inspections and pre-determined consultations	UNOPS	A. LGED staff will be totally engaged in the professional development program. R. Staff may not be available to commit to a long-term and structured professional development program.
4.1 Strengthen capacity of disaster management	<i>Number of policy instruments addressing gender equality aspects of</i>	Policy Review	Document Review (Govt. (gazette notification)	UN Women	A. Gender equality will be embedded in the mainstream of MoDMR since

Expected Results	Indicators	Means of verification	Collection methods	Responsibility	Risks and assumptions
professionals and institutions for gender responsive DRR policies and actions	<i>disaster risk reduction</i>		Once in a year		MoDMR's commitment for gender equality in DRM is forthcoming. R. MoDMR will not be able to sustain their commitment throughout the process of revising the current or developing new policy/strategies/action plans on DRM. The strategy of mainstreaming gender in practice areas may have been neglected due to lack of technical capacity on how gender perspective can be identified and addressed.
4.2 Strengthen capacities of DMC members especially the women members and disaster volunteers (CPP, FPP) to become agents of gender equality and gender responsiveness in DRR enabling them to take leadership roles	<i>Percentage of women from the project communities self-reporting receipt of early warning messages (at the wake of disaster)</i>	Assessment Report (Post Disaster)	Focus Group Discussion At the wake of disaster	UN Women and DWA	A. System and mechanisms are in place to disseminate Early warning messages to every single individual irrespective of their sex, race, geographical location, age, disability, sexual orientation, and socio economic condition. R. Capacity building initiative for DMC members and volunteers group may get delayed due natural calamities, social disruptions; geographical coverage of FPP, CPP yet to, early warning messages are not people's friendly.
4.3 Strengthened capacity of MoWCA and other gender equality	<i>Percentage of women's organizations in the project area are directly engaged in Disaster risk reduction, Climate Change adaptation</i>	Project Progress Report (DWA Record)	Questionnaire Survey Half yearly	UN Women and DWA	A. Partnership among Women's organization, DMCs and DDM is established and maintained. Strengthened partnership between women machineries

Expected Results	Indicators	Means of verification	Collection methods	Responsibility	Risks and assumptions
<p>machinery and women's organisations to effectively engage at local, national, regional and international levels to promote gender responsive resilience and DRM.</p> <p>4.5 Strengthen capacities of the Government of Bangladesh and relevant service providers to prevent and respond to disaster-related gender based violence.</p>	<p><i>and Humanitarian Actions</i></p>				<p>and DRR authorities will facilitate establishing mechanism to respond to disaster related GBV R. Gender machineries disconnected from formal DRRR and CC processes. Inadequate capacity and willingness of women's organization and lack of commitment from local level Govt. entities for DRM</p>
<p>4.6 Promote gender-responsive resilience (GRR) through media (TV, Radio, community radio and social media)</p>	<p><i>No of awareness programs (talk show, interviews) on gender-responsive resilience (GRR) aired</i></p>	<p>Project Progress Report</p>	<p>Media Monitoring Half yearly</p>	<p>UN Women</p>	<p>A. Information on gender-responsive resilience disseminated through modern and conventional media are credible and people centric. Importance of keeping pace with the evolving technology, applications and using conventional media outlets are felt equally important. R. Awareness campaign may not always reach to mass people and less contribute to behavioral changes at institutional and individual.</p>

Expected Results	Indicators	Means of verification	Collection methods	Responsibility	Risks and assumptions
5.1 Model developed for utilization of social safety net programmes to strengthen local gender-responsive resilience-building	<p><i>No. of policy responses to study on utilization of social safety nets for gender-responsive resilience building</i></p> <p><i>No. of policy briefs on disaster risk reduction activities with people with disabilities disseminated to high-level Resilience Dialogue Network</i></p> <p><i>No. of social safety net programmes (MoWCA) revised to meet disaster specific needs of women from the most vulnerable areas</i></p>	<p>Programme progress report</p> <p>Policy and programme documents of social safety net programmes</p> <p>Minutes of Resilience Dialogue Network convention</p> <p>Policy briefs produced by the programme</p>	<p>Policy review</p> <p>Document review</p> <p>Media monitoring</p>	<p>DDM UNDP</p> <p>Establishment of social auditing mechanism: UN Women</p>	<p>A. Expressed willingness of DDM and MoDMR for making changes to social safety net programmes so as to implement gender-responsive resilience-building activities remains strong.</p> <p>R. Reluctance to formally change guidelines and policy for social safety net programmes due to cost implications.</p> <p>R. Model developed is gender blind and/or not socially inclusive due to focus on structural solutions.</p>
5.2 Flood early warning and preparedness institutionalized in Ansar and VDP and expanded	<p>Progress towards institutionalization Flood Protection Programme (FPP) utilizing gender-sensitive messaging within Ansar and VDP</p> <p><i>Proportion of at-risk population covered by community level contingency plans for disaster events</i></p> <p><i>No. of people (disaggregated by gender, age and disability) benefiting from increased access to early warning information from FPP expansion</i></p>	<p>Programme progress report</p> <p>Formally approved Standing Order of Procedure for FPP</p> <p>Formally approved guideline for FPP</p> <p>Budget and organogram of Ansar and VDP</p> <p>Standing Orders on Disaster</p>	<p>Document review</p>	<p>DDM UNDP</p>	<p>A. Previously expressed willingness of DDM, Ansar and VDP and mother ministrie to institutionalize flood early warning and preparedness programme in Ansar and VDP remains strong.</p> <p>R. Delays in formal institutionalization of Flood Preparedness Programme due to slow approval process for Orderof Procedure and/or resource allocation.</p>
5.3 Women living in areas of highest climate change impact risk to	<p><i>No of women in the project area pursuing nontraditional livelihood options contributing to their</i></p>	<p>Project records</p>	<p>Surveys/Interviews</p> <p>Half yearly</p>	<p>UN Women</p>	<p>A. Women have required information, skills and willingness to pursue climate smart and empowering</p>

Expected Results	Indicators	Means of verification	Collection methods	Responsibility	Risks and assumptions
supported to adopt resilient and empowering livelihoods	<i>resilience building</i>				livelihoods. R. Inadequate financing to support for women pursuing nontraditional livelihoods. Conservative forces in some specific geographical may discourage women to get involved in such income generating activities.
		DWA project records	Document Review Yearly	UN Women & DWA	A. MoWCA's willingness to adopt measures in redesigning or piloting social safety net programme is sustained R. MoWCA's approval process for making changes in current SSNP may get delayed.
5.4 Knowledge and innovation for managing recurrent disasters and emerging risks at local level is enhanced	<i>Percentage (xx%) of Women involved in the project that self-report decrease assets loss (in case of disaster) compared to previous disasters</i>	Assessment Report (Post Disaster)	Focus Group Discussion & Questionnaire Survey At the wake of disaster	UN Women and DWA	A. Women receive early warning well in advance, have the knowledge and skills to safe their assets from extreme events, and are pursuing livelihoods that are less vulnerable to disaster and climate change impacts. R. Occurrences of large scale natural or man-made disaster which could have widespread destruction. Frequent and slow and on set disaster may disrupt the advancement of the women.
	<i>Progress towards inclusion for Forecast-Based Financing within DDM operations No. of district-level mathematical models for forecast-based extreme weather</i>	Training records Capacity assessment Post-disaster assessment reports DDM financial and narrative	Document review Questionnaire/ survey	DDM UNDP	A. MoDMR and DDM are able to allocate financial resources and mobilize personell to pilot Forecast-Based Financing in actual pre-disaster window. R. Negative experience during pilot runs of

Expected Results	Indicators	Means of verification	Collection methods	Responsibility	Risks and assumptions
	<i>Impacts developed No. of MoDMR officials and staff with capacity for Forecast-based Financing assessment</i>	reports Forecast-based impact modeling software			Forecast-based Financing prevent adoption of method.
5.5 Capacity for supporting urban community disaster preparedness strengthened	<i>Progress towards formulation of a implementation package for Ward-Level Minimum Preparedness model for scale-up in government programmes Proportion of at-risk population covered by community level contingency plans for disaster events</i>	Programme progress report Published English and Bangla Ward-Level Minimum Preparedness implementation package	Document review	DDM UNDP	A Municipal authorities will support implementation of piloting in their respective cities R Programme is unable to identify transferable modality for sustaining community and volunteer engagement in urban earthquake preparedness.

Annual or regular reviews

The Programme Implementation Committee (PCM) will meet quarterly to review programme progress on the basis of quarterly progress monitoring reports prepared by Sub projects. Sub project implementation units will be responsible for output and activity level monitoring and preparation of sub-project progress reports. PCM will collect and consolidate sub-project reports and prepare joint programme narrative reports for UNDP to submit to the donors and Programme Steering Committee.

Based on quarterly and annual progress monitoring reports, the Programme Implementation Committee will conduct an annual project review during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the annual work plan for the following year. The review will involve development partners and may involve other stakeholders, as required. It will focus on the progress being made towards outputs and verify that this progress remains aligned to the anticipated programme outcomes.

Evaluations

Evaluations of this joint project are an essential component aimed at assessing the relevance of the objectives as well as the efficiency, effectiveness and sustainability of the joint project. Evaluation will be undertaken in accordance with the guidance from United National Evaluation Group (UNEG). A joint evaluation of the project, involving evaluation units of all concerned organizations, will be the preferred option.

The following are planned as part of the regular features:

- a joint mid-term evaluation, including gender assessment; and
- a joint final evaluation, including gender assessment.

These will be conducted by external experts and involve the evaluation units of all the participating UN organizations. In addition to evaluating the programmatic aspects, the evaluations will also assess the contribution of the programme governance arrangement to government cooperating agencies' understanding of a joined-up approach to disaster risk reduction and resilience.

The project-related evaluations will be undertaken in accordance with the agreements that the development partners signed with the participating UN organizations. The participating UN organizations and the development partners will analyse the conclusions and recommendations of the mid-term evaluation and jointly decide on the follow-up actions to be taken and any adjustments necessary including, if justifiable, the reorientation of the project.

The reports from evaluation and monitoring missions will be given to the implementing partner ministries and government agencies in order to take into account any recommendations that may result from such missions. However, the development partners may also carry out external evaluations and, in such cases, the development partners will need to inform the participating UN organizations at least 30 days in advance of the dates foreseen for the monitoring and/or evaluation missions. The implementing partner ministries and government agencies are obliged to collaborate efficiently and effectively with the monitoring and/or evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

Internal audit of the Administrative Agent and participating UN organizations will be conducted jointly and coordinated with UNDP as the Convening Agency. Each participating UN organization will be audited in accordance with their own financial regulations and rules. Joint audits may be conducted either by one participating UN organization's internal audit services on behalf of them all, by a group of internal audit services from the participating UN organizations or by an outside audit provider on behalf of all participating UN organizations. This will be determined during the programme inception phase. The external audit of the programme will be conducted by a panel of auditors.

Reporting

A common narrative and results reporting format will be established for the programme. The reporting format will be drawn from the UN joint programme best practice and be comprehensive so it meets the requirements of development partners and participating UN organizations. The reporting format will be approved by the Programme Steering Committee during the inception phase.

Sub-project reports are to be prepared by the sub-project implementation units in consultation with the responsible UN organization and submitted to the Project Coordination and Monitoring Team for consolidation. The information from the reports will be tallied against the joint programme monitoring framework as well as the UNDAF results framework and reporting modalities. The sub-projects will submit the following reports:

- Inception report for the sub-project, within three months from the start of the project;
- Quarterly progress monitoring reports for the sub-project, every three months;
- Annual progress report for the sub-project, every twelve months; and
- Completion report for the sub-project at the end of the sub-project or at the latest within 36 months from the start of the project.

The Programme Coordination and Monitoring Team will consolidate the sub-project reports into a joint programme-level report. The Programme Implementation Committee analyse the narrative and results report for further action by the Steering Committee and the finalized narrative report will be submitted to the Programme Steering Committee by the National Programme Coordinator.

UNDP as the Convening Agency is responsible for submitting annual and final narrative reports on results achieved, lessons learned and the contributions made by the project to funding partners. The narrative reports consolidated by the Programme Coordination and Monitoring Team will be reviewed and cleared by the participating UN organizations prior to sending them to the development partners.

UNOPS as the Administrative Agent will provide regular updates on financial status and expenditure to the Steering Committee for review and action, as appropriate. The Administrative Agent will receive financial reports from the participating UN organizations and consolidate them into the annual and final financial reports. These shall be furnished by the Administrative Agent for the donor, in accordance with the agreed timetable and following an agreed template.

The participating UN organizations will prepare certified financial reports annually and at the end of their components of the programme.



Table 8: Financial reporting responsibilities

	Financial progress report		Certified statement of income and expenditure		Sources and uses of funds report
	Individual agency	Consolidated	Individual agency	Consolidated	
Prepared by	Each participating UN organization	The Administrative Agent	Each participating UN organization	The Administrative Agent	The Administrative Agent
When	Periodically and after completion of the joint programme		After completion of the joint programme		After completion of the joint programme
Certified	No		Yes	No	If requested by the donor
Submitted to	The Administrative Agent	The PSC and donors	The PSC and the Administrative Agent	The PSC and donors	The PSC and donors

In parallel with reporting to donors, the sub-projects will be required to report to the Government of Bangladesh as well, in line with government guidelines for financial and results accountability. This will include producing and submitting the following:

- Monthly Annual Development Programme report;
- Monthly Implementation Monitoring and Evaluation Division report;
- Quarterly Implementation Monitoring and Evaluation Division report;
- Terminal Implementation Monitoring and Evaluation Division report.

Legal context or basis of relationship

The governing cooperation or assistance agreements between the Government of Bangladesh and the UN participating organizations, listed in table 9, will be the legal basis for the relationships in conducting activities under the National Resilience Programme:

Table 9: Participating UN organizations and agreements signed

Participating UN organization	Agreement
UNDP	The "Agreement between the United Nations Development Programme and the Government of the People's Republic of Bangladesh" concluded on 25 November 1986 (Standard Basic Assistance Agreement – SBAA)
UN Women	The Letter of Exchange between UN Women and the Government of Bangladesh concluded on 9 October 2014. It is stated in the letter that all provisions of the SBAA signed between UNDP and the Government of Bangladesh concluded on 25 November 1986 shall be applicable for UN Women. Besides this, there are some additional provisions mentioned in the Letter of Exchange dated 9 October 2014 which was signed by Bangladesh's foreign minister
UNOPS	UNOPS is in operation in Bangladesh under the Convention of Privileges and Immunities of the United Nations

The Implementing Partners agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>

Work plans

The work plans will be developed at the inception phase of the project and will describe the activities to be carried out within the joint project and include details of the responsible implementing partners, timeframes and planned inputs from each UN organization.

The basis for all resource transfers to an implementing partner should be detailed in the work plans, as agreed between the implementing partners and the participating UN organizations. According to the Harmonized Approach to Cash Transfers (HACT), the work plan should be signed by the implementing partners receiving cash (except non-governmental organizations and civil society organizations). In case the implementation authority is delegated to a national or sub-national institution, the respective institution should be specified in the annual work plan. When partnering with non-governmental and civil society organizations, the participating UN organizations sign legal instruments in accordance with their procedures. Any additional management arrangements that may be set up by participating UN organizations to achieve results under their respective responsibility may be detailed in annexes, as needed.

A revised work plan and budget will be produced subsequent to the decisions of the annual/regular reviews. The new work plan is to be approved in writing by the joint Programme Steering Committee. The joint programme document need not be signed after each periodic review, as long as there is written approval of it by all partners at or following the annual/regular review. However, any substantive change in the joint programme scope or in financial allocations will require a revised joint programme document and signatures of all parties involved.

The work plan will follow the format represented in table 9 below.

Table 10: Work plan format

Work Plan for: (insert name of the joint programme/project)

Period (covered by the work plan) ⁵

JP Outcome										
UN organization –specific annual targets	UN organization	Activities	TIMEFRAME				Implementing partner	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Source of funds	Budget description	Amount
JP Output 1:										
(of UN organization 1)										
(of UN organization 2)										
(of UN organization 3)										
JP Output 2:										
(of UN organization 1)										
(of UN organization 2)										
Total Planned Budget										
including*	Total UN organization 1									
	Total UN organization 2									
	Total UN organization 3									

⁵ Annual work plans cover no more than a 12-month period. However, usually at the start-up of the programme, these may cover less than a year. In both cases, the corresponding period should be specified.

ANNEX 1: SUMMARISED BUDGET OF FUNDED PROGRAMME

PER OUTPUT

Programme outputs	BUDGET IN USD				Total
	2017	2018	2019	2020	
1. Improved capacities for gender-responsive risk informed development planning	142,166	961,873	247,908	75,956	1,427,903
2. Strengthened disability inclusive, gender-responsive national capacities to address recurrent and mega disasters	88,300	366,392	296,302	15,000	765,994
3. Improved capacity of selected public institutions to achieve resilience outcomes through designing and constructing risk-informed and gender-responsive infrastructure system	366,856	1,011,346	811,517	38,437	2,228,156
4. Enhanced women leadership capacities for gender-responsive disaster management decisions, investments and policies at national and local levels	394,644	656,249	561,639	104,401	1,716,933
5. Strengthened disability inclusive, gender responsive community preparedness, response and recovery capacities for recurrent and mega disasters	41,796	1,416,705	968,638	38,932	2,466,071
Activity cost	1,033,762	4,412,565	2,886,004	272,726	8,605,057
Operation cost / M & E	717,699	917,905	961,242	441,045	3,037,891
UN agencies' indirect support cost	109,075	336,027	242,177	45,066	732,345
Joint programme Administrative Agent cost	8,834	27,091	19,435	3,534	58,893
Grand Total	1,869,370	5,693,588	4,108,858	762,571	12,434,186

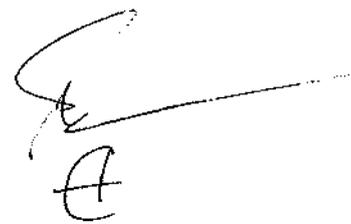
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ANNEX 1a: SUMMARISED MINISTRY/ DIVISIONS WISE BUDGETARY ALLOCATION

Ministries /Departments/ Divisions	2017			2018			2019			2020			Grand Total		
	NEX	DCOS		NEX	DCOS		NEX	DCOS		NEX	DCOS				
1. Ministry of Disaster Management and Relief (incl. Programme Coordination and Monitoring unit*)	103,451	301,608		1,066,541	510,900		894,633	351,120		175,966	157,427		2,240,591	1,321,055	3,561,646
2. Department of Women Affairs, Ministry of Women and Children Affairs	86,039	466,214		509,562	932,095		432,863	740,849		48,076	162,031		1,076,540	2,301,189	3,377,729
3. Planning Commission	49,256	142,198		289,818	741,821		200,593	118,081		52,403	41,252		592,070	1,043,352	1,635,422
4. Local Government Division	1,775	600,920		152,156	1,127,577		170,423	938,684		29,284	47,332		353,638	2,714,513	3,068,151
Programme Cost (Activity Cost, Operations and M & E)	240,521	1,510,940		2,018,077	3,312,393		1,698,512	2,148,734		305,729	408,042		4,262,839	7,380,109	11,642,948
UN Agencies Indirect support cost		109,075			336,027			242,177			45,066			732,345	732,345
Joint Programme Administrative Agent cost		8,834			27,091			19,435			3,534			58,893	58,893

Note: Government contribution is BDT 93,753,953 which has been converted with 79.39 as exchange rate with US dollar

1. SIDA contribution is 50,000,000 SEK which has been converted with 8.49 as exchange rate with US dollar (Ref: UN Exchange rate 15 July 2016)
2. DFID contribution is 4,000,000 GBP which has been converted with 0.747 as exchange rate with US dollar (Ref: UN Exchange rate 30 June 2016)



ANNEX 2: OVERVIEW OF LARGE Disaster Risk Reduction, climate change adaptation AND RESILIENCE INTERVENTIONS IN BANGLADESH

Name of the ongoing initiative/ programme	Objective
National Disaster Management Council 19 directives (GoB)	<ul style="list-style-type: none"> • In response to the Nepal earthquake, the National Disaster Management Council (chaired by the Prime Minister) issued a set of directives to improve national preparedness. • The directives primarily concern earthquake risk management but also request continued expansion of the CPP and development of a disaster impact assessment tool (similar to environmental impact assessments) for use in local government planning and investment. • UNDP has been working closely with MoDMR to ensure that the National Resilience Programme under development aligns with the 19 directives.
The Urban Resilience Project (World Bank)	<ul style="list-style-type: none"> • The Urban Resilience Project works to strengthen the capacity of Government of Bangladesh agencies to respond to emergency events and to strengthen systems to reduce the vulnerability of future building construction to disasters in Dhaka and Sylhet. • The project is working to (a) enhance national-level and local-level DRM facilities and agencies in Dhaka and Sylhet by developing city-level disaster response systems; (b) assess the vulnerability of essential infrastructure, public facilities and lifelines; and (c) ensure resilient construction by integrating disaster risk into development planning, land use and zoning practices.
The Urban Building Safety Project (JICA)	<ul style="list-style-type: none"> • The objective of the project is to strengthen building safety in Dhaka Metropolitan Area and Chittagong City by financing loans for retrofitting, rebuilding and relocation for private buildings through financial institutions and by improving the building safety for public buildings. • The project is designed to provide financing to financial intermediaries.
The National Urban Poverty Reduction Programme (UNDP)	<ul style="list-style-type: none"> • The project objective is to support balanced, sustainable growth and the reduction of urban poverty in Bangladesh. • This will include working to diversity livelihood options and improve infrastructure serving low-income settlements to become climate change resilient.
The Bridge and Culvert Programme (GoB-MoDMR)	<ul style="list-style-type: none"> • To improve infrastructure serving disaster-vulnerable communities throughout Bangladesh.
Climate Resilient Infrastructure Mainstreaming (KfW)	<ul style="list-style-type: none"> • The Green Climate Fund (GCF) has approved a climate change adaptation project which will build 45 new cyclone shelters, while 20 other shelters are to be "climate-proofed" and 80kms of storm-proof access roads constructed.
Multipurpose Disaster Shelter Project (World Bank)	<ul style="list-style-type: none"> • The MDSP will construct 552 new shelters, rehabilitate 450 existing shelters, and construct and improve around 550kms of rural roads to improve access and communication networks. • The project also has an emergency contingent response component, where the government may request that the bank reallocate project funds to support response and reconstruction.
Others	<ul style="list-style-type: none"> • There are many and varied interventions led by INGOs/NGOs with strong focus on community-based disaster risk reduction and delivering for women's practical and strategic needs. • Often these projects are not individually large but put together they form a critical mass and often such comparatively smaller interventions give rise to important innovations.

ANNEX 3: SUMMARY OF GOVERNMENT KEY OBJECTIVES ON DISASTER RISK MANAGEMENT

Disaster-related targets of the Seventh Five-year Plan	
Sl.	Target
1	Upgrade the disaster management regulative framework
2	Risk reduction and climate change adaptation principles (with sustainability) are mainstreamed within all development programmes, plans and policies
3	Create a national training capacity to sustain and progressively expand the training efforts
4	Strengthen community and household level capacity to withstand disastrous situation
5	Establishment of a DM fund, the National Emergency Operation Centre (NEOC)
6	Strengthen national capacity for response management support to local disaster management committees
7	ICT based multi-hazard early warning systems at community level Establish GO-NGO and private sector coordination for disaster risk reduction
8	Establish multi-sector coordination system
9	Reduce vulnerability of the at risk communities through effective targeted social safety nets
10	Establish and strengthen the regional networks
11	Strengthen use of space-based technology
12	Develop a monitoring and evaluation system to enable the effectiveness of the capacity building strategy to be measured

Mid-term budgetary framework objectives for the Ministry of Disaster Management and Relief			
Sl.	Strategic objectives	Activities	Priority spending areas
1	Institutionalizing disaster management system, creating professionalism and increasing the capability	<ol style="list-style-type: none"> 1. Imparting training to all concerned people in disaster prone areas 2. Preparing agency-wise national and local level contingency plans for DRR and identification of disaster prone and ultra-poor population areas 3. Procuring, maintaining and distributing rescue vehicles and equipment to respond to disasters 	<p>Procurement and maintenance of search and rescue vehicles and equipment</p> <p>Risk reduction training, research and awareness programme</p>
2	Construction, extension and up-grading infrastructure to reduce disaster risks	<ol style="list-style-type: none"> 4. Construction of small and medium bridges/culverts for rapid discharge of water 5. Construction and maintenance of multi-purpose cyclone shelters in coastal areas 6. Construction and maintenance of multi-purpose flood shelters in flood-prone areas 7. Construction of cyclone resistant houses, raising the grounds of social institutions and raising high grounds (<i>matir killa</i>) 	Construction of small bridges, culverts and flood and cyclone shelters
3	Reducing the suffering and disaster risks for vulnerable people and people in danger	<ol style="list-style-type: none"> 8. Creation of employment for the ultra-poor, especially poor destitute women, in identified disaster-prone areas 9. Implementation of risk reduction and climate change adaptation programmes. 10. Identification of internal risks and reducing loss of lives and properties through early warning. 11. Implementation, Food for Work 12. Implementation, Test Relief 13. Implementation, Vulnerable Group Feeding 14. Distribution of GR, non-food items, CI sheets, house building grants, etc. 	Expansion of social safety net programmes

ANNEX 4: IMPLEMENTATION SCHEDULE

Overview: Indicative programme implementation schedule

Component activities		2017				2018				2019				2020							
		Yr	Qtr	1	2	3	4	1	2	3	4	1	2	3	4						
Output 1: Improved capacities for risk-informed and gender-responsive development planning	1.1	Establish platform collecting risk information and tools for gender-responsive, risk-informed planning																			
	1.2	Develop capacity for gender-responsive risk-informed Annual Development Programme (ADP) planning, project formulation and appraisal																			
	1.3	Support integration of risk information in macro-level development plans																			
	1.4	Enhance development of gender-responsive risk-informed planning capacity in key sectors																			
	1.5	Develop capacity for implementation of Sendai framework and SDG resilience agenda in human development policy and investment																			
Output2: Strengthened gender-responsive national capacities to address recurrent and mega disasters	1.6	Enhance knowledge base on disaster risk to the private sector and risk-informed business practices																			
	2.1	Strengthen capacity for coordination of response to mega-disaster																			
	2.2	Strengthen capacity for SADD collection and use																			
Output 3: Improved	2.3	Strengthen national capacity for gender-responsive recovery planning																			
	2.4	Support establishment of Centre of Excellence on light urban SAR training																			
3.1	Strengthen LGED capacity to capture baseline information on rural infrastructure systems through effective assessment and																				

Component activities		2017				2018				2019				2020					
		Yr	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
capacity of selected public institutions to achieve resilience outcomes through designing and constructing risk-informed and gender-responsive infrastructure systems																			
	3.2	analysis of essential infrastructure systems in selected areas Develop and enforce consistent planning, design, compliance and construction processes for new assets and infrastructure systems in support of proactive resilience building																	
	3.3	Strengthen capacity for other institutions by adapting the risk informed and gender responsive resilient infrastructure design and implementation																	
	3.4	Strengthen LGED leadership, policy and compliance capacity around risk-informed planning and design																	
Output 4: Enhanced women's leadership capacities for gender-responsive disaster management decisions, investments and policies at national and local levels	4.1	Strengthened capacity of disaster management professionals and institutions for gender responsive DRR policies and actions																	
	4.2	Strengthen capacities of DMC members especially the women members and disaster volunteers (CPP, FPP) to become agents of gender equality and gender responsiveness in DRR enabling them to take leadership roles																	
	4.3	Strengthened capacity of MoWCA and other gender equality machinery to effectively engage at local, national, regional and international levels to promote gender responsive resilience and DRM.																	
	4.4	Strengthen capacities of the Government of Bangladesh and relevant service providers to prevent and respond to disaster-related gender based violence.																	
	4.5	Promote gender-responsive resilience (GRR) through media (TV, Radio, community radio and social media)																	

Component activities		Yr	2017				2018				2019				2020			
			Qtr				Qtr				Qtr				Qtr			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Output 5: Strengthened communities' preparedness for effective response to and recovery from, rehabilitation and reconstruction from recurrent and mega shock events consistent with national and international standards	5.1	Develop model for using social safety net programmes to strengthen local gender-responsive resilience-building and advocate for government adoption																
	5.2	Institutionalization and geographical expansion of flood Early Warning and preparedness through Ansar & VDP to reach able and disabled men and women																
	5.3	Support women living in areas of highest climate change impact risk to adopt resilient and empowering livelihoods																
	5.4	Enhance knowledge and innovation to manage recurrent disasters and emerging risks at community level																
	5.5	Strengthen capacity of urban communities for disaster preparedness																

ANNEX 5: STAFFING STRUCTURE OF NRP SUB-PROJECTS

Sub-project 1: Ministry of Disaster Management and Relief and UNDP

Sub-project staff in DDM

Project manager: Responsible for day-to-day management of the sub-project including timely and efficient delivery of the project technical, operational, financial and administrative outputs. He/she is also responsible for regular outreach and coordination with the sub-project beneficiaries, coordination and quality assurance of expert inputs and products; and regular coordination among sub-project partners to ensure coherence and complementarity. He/she is jointly accountable to both UNDP and the DDM Project Director. This position will be working full time for 36 months (100%).

Disaster preparedness specialist: Responsible for providing technical advice to the MoDMR on issues relating to disaster preparedness, primarily earthquake. He/she will be responsible for supporting DDM in delivering results in output areas 2 and 5 of the programme. This position will be working full time for 36 months (100%).

Monitoring and Evaluation Officer: Will be responsible for monitoring results and progress for the sub-project. She/he will work with the project manager to establish a data collection system from field-level activities and feeding such data into quarterly and annual progress reports. She/he will support and coordinate assessments, evaluations and different programmatic research. This position will be working full time for 36 months (100%).

Programme Associate: Day to day admin and operations support to sub project at DDM. He/she will be based in DDM and be responsible for quality assurance of budget monitoring, initiating procurement process, expenditure control, reconciliation, preparing all kinds of financial reports. This position will be working full time for 39 months (100%).

Project-costed UNDP Country Office staff:

Disaster Resilience Analyst (12,5% of his/her time): A staff member of UNDP country office will provide advisory support to MoDMR and DDM linking disaster risk management issues with project management and ensuring technical quality assurance. This position will be working part time for 215 hours annually.

Programme Associate (7,5% of his/her time): A staff member of UNDP country office will be responsible for quality assurance of budget monitoring, expenditure control, reconciliation, documentation review, and reporting. This position will be working part time for 129 hours annually.

Sub-project 2: Planning Commission and UNDP

Sub-project staff in Planning Commission

Project manager: Responsible for day-to-day management of the sub-project including timely and efficient delivery of the project technical, operational, financial and administrative outputs. He/she is also responsible for regular outreach and coordination with the sub-project beneficiaries, coordination and quality assurance of expert inputs and products; and regular coordination among sub-project partners to ensure coherence and complementarity. She/he is responsible for sub-project monitoring and reporting. He/she is jointly accountable to both UNDP and the Planning Commission Project Director. This position will be working full time for 36 months (100%).

Risk-informed planning specialist: Responsible for providing technical advice to the Planning commission on issues



relating to risk-informed planning process, and supporting the implementation of sub-project activities. He/she will be responsible for supporting Planning Commission in delivering results in output area 1 of the programme. This position will be working full time for 36 months (100%).

Programme Associate: Day to day admin and operations support to sub project at DDM. He/she will be based in Planning Commission and be responsible for quality assurance of budget monitoring, initiating procurement process, expenditure control, reconciliation, preparing all kinds of financial reports. This position will be working full time for 39 months (100%).

At the request of planning commission, all these staffs will be recruited by UNDP following its rules and procedures.

Project-costed UNDP Country Office staff:

Disaster Resilience Analyst (12,5% of his/her time): A staff member of UNDP country office will provide advisory support to Planning Commission linking disaster risk issues with project management and ensuring technical quality assurance. This position will be working part time for 215 hours annually.

Programme Associate (7,5% of his/her time): A staff member of UNDP country office will be responsible for quality assurance of budget monitoring, expenditure control, reconciliation, documentation review, and reporting. This position will be working part time for 129 hours annually.

Sub-project 3: Ministry of Women and Children Affairs and UN Women

Sub-Project Staff in MoWCA

Admin-Finance Assistant: Will assist with administrative, financial and procurement processes of DWA led activities under NRP. Under a matrix arrangement of supervision between PD of sub project and Coordinator, Gender and Climate Change the Admin-Finance assistant will provide financial and project management support, ensure regular maintenance and updating of project books and accounts and assist in preparing periodic financial and accounting records, maintain inventory of project assets and maintain delivery records. This position will be working full time for 36 months (100%).

Gender and DRR Gender and DRR Specialist (1 positions): Gender and DRR specialist based at sub project office (DWA) will primarily be responsible for providing technical leadership to MoWCA and DWA on issues relating to gender mainstreaming in DRR -CCA activities. Under the supervision of Coordinator, Gender and Climate Change (UN Women) and overall guidance from PD at sub project (DWA) s/he will be responsible for supporting DWA in delivering DWA led NPR results with a special focus on gender, building capacity of DWA and MOWCA staff on the gender dimensions of disaster risk, maximizing synergies between gender and DRR activities of DWA. This position will be working full time for 36 months (100%).

Gender Mainstreaming specialist based in Programme Coordination and Monitoring Team will provide technical leadership to sub-projects on issues relating to gender mainstreaming. Under the supervision of Coordinator, Gender and Climate Change, UN Women and in close collaboration with Programme Implementation Committee.

Project-costed UN Women country office staff

Coordinator – Gender and Climate Change: Provide advisory support to MoWCA and DWA linking gender issues with

project management and overall quality assurance; be responsible for technical inputs to other ministries involved in the NRP. This position will be working full time for 39 months (100%) and report to UN Women Country Representative.

Communications Officer: Provide support to MoWCA, DWA specifically sub project colleagues in communicating results and best practices, launching awareness raising campaigns, disseminating information, overall coordination support and knowledge management. This position will be working part time for 39 months (50%) and report to Coordinator – Gender and Climate Change.

Monitoring and Evaluation Officer: Will be responsible for monitoring results and progress for output area 4. Support sub project colleague in establishing a data collection system from field through local level DWA officials and feeding such data into quarterly and annual progress reports. Support and coordinate assessments, evaluations and different programmatic research, facilitate baseline, midterm and final evaluation of the programme. This position will be working full time for 39 months (100%) and report to Coordinator – Gender and Climate Change.

Programme Associate: Day to day admin and operations support to sub project at DWA. Based in UN Women country office the person will be responsible for quality assurance of budget monitoring, initiating procurement process, expenditure control, reconciliation, preparing all kinds of financial reports. The programme associate will carry out his/her duties liaise with Admin-Finance Assistant based at DWA. This position will be working full time for 39 months (100%) and report to Coordinator – Gender and Climate Change.

Sub-project 4: Local Government Division and UNOPS

Project-costed country office staff

A Technical Advisor/Team Leader: UNOPS team leader will be responsible for providing technical guidance, advising for preparing the AWP, effective implementation of the component and achievements of planned result, coordinating with LGED, other sub-projects, UN agencies, PSC and National Programme Coordinator and will promote collaboration with other actors in resilience infrastructure sector at national and international level. S/he will assume financial accountability over the sub project. This position will be a full-time position for 36 months (100%) and report to the Country Representative of UNOPS Bangladesh.

A Project Associate: UNOPS project associate will be responsible for implementation and execution of project strategies by supporting implementation of project activities and action plans, provide effective monitoring of the implementing activities, participating in knowledge and partnership building and sharing activities and liaise with the programme associate of PCM Team. This position will be a full-time position for 36 months (100%) and report to the Technical Advisor/ Team Leader.

An Administrative Assistant: S/he will provide effective day-to-day administrative, and logistic support to the project in compliance with UNOPS and UNDG rules, regulations and policies and provide effective support in financial management focusing on quality assurance. This position will be a full-time position for 36 months (100%) and report to the Technical Advisor/ Component Manager/ Team Leader.



ANNEX 6: RISK AND MITIGATION MEASURES

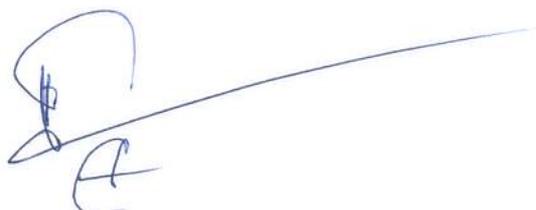
Risk and significance of risk	Project mitigation measures
Strategic risk	
<p>Lack of understanding of all-of-society approach among key stakeholders hinders transformational effect of programme on disaster risk management and resilience building</p> <p>(Moderate)</p>	<ul style="list-style-type: none"> • Considering that a full transformation to all-of-society approach will require considerable change to mandates, business and resource allocations, it is recognized that the NRP will only make a partial contribution towards this larger outcome. The programme therefore focuses on developing the capacities of the implementing partner ministries for integrating a gender-sensitive, multi-hazard risk informed approach into their programmes and policies and supporting other government entities to do so as well. • The programme governance structure is set up to both ensure empowerment of implementing partner ministries in implementing disaster risk management and resilience building activities, <i>and</i> bring the partner ministries' representatives together for dialogue. The Programme Steering Committee (PSC) will high-level representation from all implementing partner ministries, while the Programme Implementation Committee) convenes representatives from key divisions/departments of the ministries. • Across programme outputs, activities are planned to develop the understanding and capacity of a diverse set of stakeholders, including: private sector leaders, parliamentarians, line ministry officials and staff, key NGOs, academia, the women's empowerment and gender equality machinery, organizations of people living with disabilities, and urban local government.
<p>Weak sustainability of project outputs and models due to lack of integration in existing government structures and programmes</p> <p>(Moderate)</p>	<ul style="list-style-type: none"> • National Implementation Modality has been adopted to ensure strategic guidance from decision-makers in the implementing partner ministries, operational coordination with government agencies, and alignment with government initiatives, policies and programmes. • Activities have been designed to dovetail with existing structures and systems, not separately. Dialogue on hand-over and institutionalisation of outputs and products will be initiated from the beginning of each activity, to ensure that they fit the needs, structure and realistic capacity of the final "owner" government agency. • Each sub-project will develop an exit strategy within the first 12 months of the programme period.
Operational risk	
<p>Time cost and complexity of coordinating sub-projects and partnering agencies that may delay decision-making and disbursement of funds</p> <p>(Moderate)</p>	<ul style="list-style-type: none"> • The programme has been designed so that overarching decision-making authority and approval of funds disbursement rests with the Programme Steering Committee (PSC). Upon approval of Annual Working Plans by the PSC, funds will be disbursed through the UN system directly to the implementing partner ministries. • In order to ensure that the PSC may make informed, timely decisions, they are supported by the Programme Implementation Committee in which all sub-project directors are represented and a staffed Project Coordination and Monitoring Team (PCM Team) facilitates. The PCM Team will ensure that sub-projects submit inputs for PSC discussions when required, ensuring that the PSC is provided with the required information and high-quality planning documents in a timely manner.

Risk and significance of risk	Project mitigation measures
Delay in implementation of activities due to sudden changes in the security environment (Moderate)	<ul style="list-style-type: none"> • This external risk cannot be fully contained at project level. However, impact on activities will be mitigated through a comprehensive contingency plan. • Risk assessments will be conducted and risk logs maintained and updated regularly by the project.
Small- or medium-scale disaster that may prevent/delay the implementation of activities (Moderate)	<ul style="list-style-type: none"> • This external risk cannot be fully contained at project level. However, impact on activities will be mitigated through a comprehensive contingency plan. • The work plan will consider seasonality of hydrometeorological hazards and their potential impact on mobility and activity implementation. • Risk assessments will be conducted and risk logs maintained and updated regularly by the project.
A major disaster that may disrupt the function of the participating UN organizations, government and/or programme units (Low)	<ul style="list-style-type: none"> • This external risk cannot be fully contained at project level. However, impact on activities will be mitigated through a comprehensive contingency plan for the programme, the UN system contingency plans, and the business continuity plans of the participating UN organizations.
Fiduciary risk (Moderate)	<ul style="list-style-type: none"> • Checks and balance will be introduced in the major decision making process related to tendering, procurement and selection of implementing partners. • The project will facilitate regular audit by Foreign Aided Project Audit Directorate of the Auditor General Office. • Spot checks and other missions will be undertaken to assess and reduce fiduciary risks (in addition to the regular audits). • Internal audit of the programme will follow the procedures set out in the Guidance Note on Joint UN Programmes. • For its output 5, the project will introduce and gradually upscale a social audit mechanism which will allow beneficiaries to review the project and give critical feedback, which will be reviewed by the Programme Implementation Committee.
Political influence on geographical targeting of the implementation. (Moderate)	<ul style="list-style-type: none"> • Identification of beneficiary communities based on agreed selection criteria. • Endorsement of targeted communities by all key parties.
Social and environmental risk	

Risk and significance of risk	Project mitigation measures
<p>Environmental degradation, pollution, extraction of resources from sensitive and protected natural sites, or adverse impacts to habitats from project activities</p> <p>(Low)</p>	<ul style="list-style-type: none"> • Due to its nature as a strategic capacity development support programme targeting government agencies and their practices, the NRP contains few activities likely to have an environmental impact. • The activities which may have a direct environmental impact have been identified as: 5.1 (Model for risk reduction through social protection) 5.3 (Resilient and empowering livelihoods for women) • While both these activities are of limited scale within the programme, the purpose is to create models which may be replicated at scale through government programmes. As such, the utmost consideration will be given to ensuring that these programme activities are designed to support environmental sustainability, prevent mal-adaptation to climate change, and minimize adverse environmental impacts (such as habitat/environmental degradation and extraction of resources from sensitive sites).
<p>Decision-making processes in the programme and its activities (including community mobilisation) are dominated by the elite and unequal power dynamics and structures which create barriers for gender equality machinery and women's groups to engage in DRM and exclude key target groups such as women and girls, adolescents, the extreme poor, persons with disabilities and ethnic and religious minority groups.</p> <p>(Moderate)</p>	<p>Due to its particular focus on gender mainstreaming in disaster and climate risk management and resilience-building, the programme will both develop a gender mainstreaming plan and hire a full-time gender mainstreaming advisor for the duration of the programme. The advisor will support sub-projects on how to integrate gender issues into the technical and operational aspects of their activities, including community mobilisation processes. In addition, UN Women as participating UN organization will contribute with advice based on its expertise in women's empowerment and gender equality, including gender-responsive resilience, climate change and DRM. UN Women will also contribute with its strong partnerships with the gender equality machinery and advocates, as well as women's groups.</p> <ul style="list-style-type: none"> • In order to ensure that the programme considers the needs and rights of persons with disabilities and minimize unintended exclusionary effects on this population, the programme will a) include a senior representative of the Ministry of Social Welfare (mandated government agency for disability inclusion and rights) on the PSC; b) consider the concerns and call of the Dhaka Declaration on Disability and Disaster Risk Management in activities as far as possible; and c) partner with organizations of persons to identify ways in which their rights and inclusion can be integrated into models generated by the project.
<p>Field level activities aiming to empower women, girls and marginalized groups create conflict by challenging gender and social norms</p> <p>(Moderate)</p>	<ul style="list-style-type: none"> • There will be an emphasis on ensuring that programme interventions at the community level (including beneficiary selection, baseline data collection, monitoring and evaluation) are implemented based on thorough context and situation analysis. • The programme will ensure substantive sensitisation of community members including local community leaders (local authorities, men in the community, community elders, religious leaders, etc) to benefits to the broader community from programme activities. There will be a systematic process for engaging men and local leaders and authorities as gender equality champions, to strengthen community support for the programme.

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Handwritten signature and initials in blue ink. The signature is a stylized 'A' with a long horizontal stroke extending to the right. Below it are the initials 'A' and 'E'.