

**Project Completion Report for
Swiss Agency for Development and Cooperation
January 2012 – June 2014**

**Early Recovery Facility (ERF) Project
UNDP Bangladesh**



Picture: Cash for work in Koyra upazila of Khulna district

Project ID & Title:	00077582, Early Recovery Facility (ERF)
Duration:	2011-2015
Budget:	USD 5,816,000 (Regular ERF Budget) USD 60 million (Disaster Response Fund)
Implementation Modality:	Directly Implemented Modality (DIM)
Key Partners:	MoDMR, DDM, UN Agencies, I/NGOs



Kingdom of the Netherlands



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC



Empowered lives.
Resilient nations.

Table of Contents

Table of Contents	1
Acronyms	2
Basic Information	3
Summary – strategic review and outlook	4
Chapter 1: Introduction	6
Chapter 2: Outcomes achieved for November 2011 to June 2014	7
2.1 Description of intended and unintended effects (outcomes/ if possible impact):.....	7
Outcome 1: Coordinated Early Recovery mechanism in place.....	7
Outcome 2: Early Recovery innovations are locally developed and tested.....	7
Outcome 3: National scale emergency and early recovery needs are complemented.....	8
Outcome 4: Early Recovery Procedures are sustained	9
Outcome 5: Early Recovery policies and standards are developed and applied	9
2.2 Transversal themes:	10
Chapter 3: Outputs and performance, partners and context.....	12
Chapter 4: Finances and Management	15
Chapter 5: Lessons Learnt & Good Practices	16
Operational Report: Annexes.....	17
1. Case studies	22
2. Highlights and photographs.....	24
3. DDM Newsletter (Vol. 1, Issue 1)	26
4. Inside Story (UNDP online newsletter)	26
5. Press Release.....	29

Acronyms

AWP	Annual Work Plan
DFAT	Department of Foreign Affairs and Trade, Australia
BCP	Business Continuity Plan
BCPR	Bureau of Crisis Prevention and Recovery
BDPC	Bangladesh Disaster Preparedness Centre
BS	Bangladesh Scouts
CDMP	Comprehensive Disaster Management Programme
CFS	Core Family Shelter
CfW	Cash for Work
DDM	Department of Disaster Management
DMC	Disaster Management Committee
DRH	Disaster Resilient Habitat
DRR	Disaster Risk Reduction
DRRO	Disaster Response and Recovery Officer
ECHO	European Commission Humanitarian Aid Office
EKN	The Embassy of the Kingdom of the Netherlands
ERF	Early Recovery Facility
FTP	Fast Track Procedure
GoB	Government of Bangladesh
HCTT	Humanitarian Coordination Task Team
IFRC	International Federation of Red Cross and Red Crescent Societies
JNA	Joint Needs Assessment
LCG-DER	Local Consultative Group-Disaster Emergency Response
LOA	Letter of Agreement
MoDMR	Ministry of Disaster Management and Relief
MTR	Mid-Term Review
NCC	Narayangonj City Corporation
NGO	Non-government organization
PIO	Project Implementation Officer
SDC	Swiss Agency for Development and Cooperation
SOD	Standing Order on Disaster
SOS	Save Our Soul
TOR	Terms of Reference
TRME	Training, Research and Monitoring Establishments
TWG	Technical Working Group
UNDP	United Nations Development Programme
UN	United Nations
UNRCO	United Nations Resident Coordinator's Office
VIS	Volunteer Information System
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme

Basic Information	
Country/Region: Bangladesh, South Asia	Name of project/programme: Early Recovery Facility (ERF)
Domain SDC:	Sector / strategic domains:
<p>Main objective of the project/programme:</p> <p>Overall objective of ERF is to provide policy and programmatic support to the government for effective local and national level recovery and to introduce interventions guided by development principles in a post-disaster situation. ERF's core objective also holds the flexibility to complement the national effort during times of emergency response as and when necessary.</p> <p>ERF pursued the following specific objectives in the context of Bangladesh:</p> <ul style="list-style-type: none"> ▪ The ERF is aimed at promoting national ownership of the early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions. ▪ Following the principle of "build back better", ERF implemented early recovery in a way that reduced damages and losses disasters. ▪ The ERF through UNDP supported the national and local government in developing policies and plans for full recovery. ▪ The ERF promoted equity, social inclusion, and transparency in promoting recovery policies and plans. ▪ The ERF supported and strengthened the Early Recovery Network and Early Recovery Cluster in Bangladesh, developing an overall recovery preparedness plan. The Facility has advocated the allocation of resources in support of early recovery activities. ▪ The ERF supports to explore sustainable disaster response, early recovery and pilots demonstration for addressing critical challenges due to changing pattern of disasters under emerging climate change scenario. ▪ The ERF builds on national and local capacity for recovery, and highlights the need for recovery programmes through its advocacy and knowledge management. 	
Start of Project: February 2011	Scheduled duration: five years, until 30.12.2015
Start of the current phase: November 2011	End of the current phase: 30.06.2014
<p>SDC budget in Swiss Francs for the current phase according to Credit Proposal: 1,250,000.00</p> <p>Information on partners and/or other donors contribution calculated in Swiss Francs: 8,941,585.00</p>	
Implementing organizations: UNDP	
<p>Main National Partners:</p> <p>Ministry of Disaster Management and Relief, Department of Disaster Management, Bangladesh Scouts, national NGOs</p>	<p>Main International Partners:</p> <p>SDC, DFAT-Australia, EKN, international NGOs</p>
<p>Sources of information for Report: Procedural plans; MoU's, Agreements, Terms of References; Organization charts; Training plans and reports; Capacity Assessment Report of relevant institutions, organizations and facilities; Yearly National Disaster Reports; Quarterly and Annual progress report; UNDP weekly newsletter etc.</p>	

Summary – strategic review and outlook

The Early Recovery Facility (ERF), with the overall objective to provide policy and programmatic support to the government for effective local and national level recovery and to introduce intervention guided by development principles in a post-disaster situation, started in February 2011 and continues till December 2015. The project is working towards establishing a coordinated early recovery mechanism in Bangladesh through setting up a functional early recovery mechanism, capacity building of government and NGO professionals, and networking of disaster management volunteers ready to respond during emergency. The project was supported by SDC from January 2012 to December 2013 with an additional six-month extension. ERF has made several notable achievements for several outcomes as reported by MTR conducted in February 2014.

Result 1: Disaster response and early recovery coordination mechanism in place (Outcome 4)

ERF contributed to reviewing the humanitarian coordination system which resulted in an approved coordination system in 2012 with the establishment of the Humanitarian Coordination Task Team and eight humanitarian clusters (Food Security, Nutrition, WASH, Health, Education, Early Recovery, Logistics, and Shelter). ERF set up a field office in Khulna to ensure proper implementation of interventions running in Khulna and Satkhira. To overcome administrative delay, ERF has also got approval of the Fast Track Procedure and established a roster of pre-qualified NGOs to ensure immediate response and recovery. Few NGOs from the roster already participated in southeast flood response and post-Mahasen recovery.

Result 2: Early Recovery Cluster and Shelter Cluster established and operational (Outcome 5)

UNDP, supported by ERF, leads two of the eight humanitarian clusters (Early Recovery Cluster and Shelter Cluster). The responsibility of leading the Shelter Cluster is shared with IFRC playing a convening role during the relief phase. The early recovery coordination mechanism has been strengthened and sustained through implementation of the ER cluster action plan, Government leadership in the cluster (Co-Chaired by Jt. Secretary, MoDMR), active participation of non-government actors, ER and shelter cluster guidelines.

The Early Recovery Guiding Principles, published and launched in March 2014 by MoDMR, provide guidance to formulate, update, implement, monitor and evaluate humanitarian cluster specific strategies, programmes and projects. The Shelter Cluster has incorporated Early Recovery in its plan of activities, as mentioned in the Shelter Cluster ToR. The Food Security Cluster also incorporated Food and Nutrition related early recovery principles in their contingency plan e.g. Flood Contingency Plan 2014.

Results 3: Joint Needs Assessment methodology developed and tested (Outcome 4)

UNDP, through the ERF project, led the Joint Needs Assessment Task Force resulting in an agreement of the humanitarian actors in Bangladesh for a joint needs assessment (multi-sector and multi-agency with Government leadership) for Phase 1 (within 72 hours following a disaster) and Phase 2 (within 2 weeks from the onset of a disaster). The Joint Needs Assessment methodology was approved by the LCG-DER in April 2012. Sector specific Phase 3 needs assessment methodology and tools have also been developed for Shelter and Early Recovery. The tools were tested following the flood and landslide in south-east Bangladesh (July 2012) and tropical storm Mahasen (May 2013). The Shelter Cluster (led by UNDP & IFRC), WASH Cluster (led by UNICEF), and Early Recovery Cluster (led by UNDP) conducted the Phase 3 needs assessment closely engaging the Government authorities at national and district level.

Around 218 DDM officials (103 PIOs and 115 UNOs) have developed readiness on post-disaster loss and damage assessment using SOS and D-Form till June 2014. ERF has planned to enhance the capacity of all field based DDM officials on post-disaster loss and damage assessment.

Result 4: Improved capacity of DDM for emergency preparedness and response (Outcome 1)

The newly created Department of Disaster Management has strengthened capacity for coordinated early recovery. A handbook for DDM officials has already been prepared to guide them on capacity building initiatives. Till date, a total of 521 DRROs and PIOs (497 male and 24 female) have been trained on comprehensive disaster management and early recovery in collaboration with CDMP who provided operational support. While it's been expected that the mindset of these professionals would be changed from relief to risk reduction and can better perform their functions accordingly, this has yet to be evaluated and planned for the 3rd quarter of 2014.

In 2014, a cultural shift has been found in preparing and updating hazard specific contingency plan. DDM has taken an inclusive process and encouraged participation of different stakeholders to review and update these plans. This year DDM coordinated and updated Cyclone, Flood, and Cold Wave Response Preparedness Plans for 2014 and uploaded in its website.

Cold Wave Response Plan 2014/15 provides the basis to MoDMR to address current needs and do response. This year, around 846,370 blankets were distributed among the cold wave affected people, a 59% increase from 531,200 which distributed in 2013/14.

Result 5: SURGE Capacity Strengthened for emergency response and early recovery (Outcome 1)

The capacity of UNDP SURGE member in Bangladesh was further enhanced through a workshop organized in the 2nd quarter 2014 to follow up learning from a 3-days training in 2012. As a result, 31 professionals (23 male, 8 female) from different units and projects of UNDP Bangladesh are ready for emergency response and early recovery works. Besides, government and other stakeholders now enable to mobilize 500,000 scouts across all districts during crisis due to ERF partnership with Bangladesh Scouts.

Result 6: Over 17,000 families have benefited from ERF early recovery interventions (Outcome 3)

ERF has complemented national efforts during emergencies. About 17,000 households (14,216 families of southeast flood affected areas, and 2,200 families affected by Mahasen) have benefited from livelihood recovery assistance. Around 265 households now have cyclone resilient shelters. A 2.9 kilometer long embankment rehabilitated in Dakkhin Bedkashi, Koyra will protect 5,200 households from tidal surge.

2015 Priority: 2015 will be most crucial for ERF to explore future programming as well as to complete implementation of on-going programmatic interventions including livelihood recovery in Sariakandi upazila of Bogra district, capacity building of DDM Officials, and documentation and making visibility of good results of ERF etc. ERF will continue its endeavour to supplement the coordination role at the national and local level. ERF's priorities for 2015 are: end assessment of ERF; scoping study on future programming; capacity development of partner NGOs (from updated NGO roster); support to capacity building of Bangladesh Scouts & urban volunteers; continue flood resilient recovery project in Sariakandi upazila of Bogra district; support to MoDMR/DDM in operationalizing SoD at district/upazila/union level; support to early recovery and shelter clusters, develop Debris Management Guidelines & Plan for two cities – Dhaka & Chittagong etc.

Chapter 1: Introduction

Over the years, Bangladesh has developed an impressive disaster management infrastructure. Yet even the best preparedness and greatest disaster management systems can be overwhelmed. Despite ample funding for emergency relief in Bangladesh, evaluation of recovery processes have revealed a number of problems that require attention, including overlapping budget allocations, overlapping interventions, lack of coordination and inadequate attention to critical areas like housing reconstruction and livelihoods.

In response to these shortcomings, UNDP together with the Government of Bangladesh has established the Early Recovery Facility (ERF) as a mechanism for financing and executing early recovery efforts and to close the gap between the relief phase and long-term recovery. ERF's primary aim is to generate self-sustaining, nationally owned, resilient processes for recovery. Hence, ERF directly contributes to achieving the outcomes agreed between SDC and UNDP agreement : 1) Coordinated early recovery mechanism in place; 2) Early recovery innovations locally developed and tested; 3) National scale emergency and early recovery needs are complimented; 4) Early recovery procedures are sustained; and 5) Early recovery policies and standards are developed and applied at all levels.

While the Government of Bangladesh remains the largest responder supporting the disaster affected population, other humanitarian actors such as UN Agencies, donors, and NGOs (both national and international) play a crucial role by complimenting the Government's efforts in disaster preparedness and response. Following the humanitarian coordination reform, eight humanitarian clusters have been established in early 2012, which are emerging as important instrument for influencing humanitarian actions in Bangladesh. ERF contributed towards reforming the humanitarian coordination system in Bangladesh through support to review of the humanitarian coordination system; presentation of review findings and new reformed humanitarian coordination architecture to LCG-DER; and active participation in the Humanitarian Coordination Task Team. As ERF supports two of the eight humanitarian clusters (Shelter and Early Recovery Cluster), this new development provides opportunity to ERF, for policy advocacy and application of early recovery principles developed in context of Bangladesh in disaster response and recovery.

ERF maintains close engagement with other UNDP projects, particularly CDMP, which is crucial for its successful implementation. While CDMP supports continuous institutional capacity development, with an emphasis on risk reduction, ERF offers capacity development and rapid-response mechanism for financing and implementing relief and early recovery.

In the past year, ERF has been engaged with Ministry of Disaster Management and Relief in integrating early recovery in the national policies, plans and programmes. A Handbook for operationalizing the Standing Orders in Disaster was developed and disseminated early 2014. This is the first document in Bangla language providing detailed guidance to the Disaster Management Committees at district, Upazila and Union level. The draft national Disaster Management Policy integrates early recovery, and is expected to be submitted to the national Parliament by end of 2014. Early Recovery Guiding Principles was developed to provide guidance to Government departments and humanitarian clusters for integrating early recovery in their projects and programmes. As this principle was endorsed by Early Recovery Cluster which is co-chaired by MoDMR, it evidences acceptance from the GoB. Shelter Cluster has incorporated Early Recovery in its plan of activities, as mentioned in the Shelter Cluster ToR. Food Security Cluster also incorporated Food and Nutrition related early recovery principles in their contingency plan e.g. Flood Contingency Plan 2014.

Chapter 2: Outcomes achieved for November 2011 to June 2014

2.1 Description of intended and unintended effects (outcomes/ if possible impact):

Outcome 1: Coordinated Early Recovery mechanism in place

The project has focused on putting in place a dedicated structure to provide technical support for capacity building of national actors with fullest possible engagement of the stakeholders in planning, execution, and monitoring of recovery actions. As of 2014, significant progress has been made towards capacity for coordinated and nationally led recovery mechanisms. Cluster approach has evolved as an effective mechanism under government's leadership especially after the Brahmanbaria tornado and tropical storm Mahasen response planning and recovery execution. Inter-linkage developed between relief, early recovery, risk mitigation and local adaptation practices through ER cluster and in partnership with CDMP and Government assisted interventions.

ERF made remarkable progress in ensuring that disaster management officials are better able to prepare, coordinate and manage emergency response and recovery. Around 94% officials of the Department of Disaster Management at district and Upazila level were trained while it was 80% in plan. The outcome of this training will be documented through impact evaluation by March 2015. The mid-term review of ERF undertaken during first quarter of 2014, highlighted the significant role played by ERF in supporting the implementation of the Disaster Management Act (2012), by building capacity of the officials (94%) of Department of Disaster Management (DDM) on comprehensive disaster management.

This has been achieved through putting in place a dedicated Early Recovery Facility with a well-represented pool of professionals and by adding to the capacity of NGOs as pre-qualified partners to undertake response and recovery interventions. Furthermore, the government and other stakeholders can now mobilize almost 500,000 scouts (193,794 in Khulna region, 183,833 in Rajshahi region, and remaining in other regions) across all districts in the country during an emergency, a significant achievement due to ERF's partnership with Bangladesh Scouts starting from April 2013. Volunteer Management Information System that has been made operational will facilitate the mobilization of the Scouts for disaster response.

Achieving this outcome depends on various factors such as capacity development of Government authorities or collaboration of NGOs and other humanitarian actors. Significant progress has been made towards capacity development of DDM officials and also the coordination among Government agencies, UN agencies, and NGOs have been improved significantly through the Early Recovery Cluster which is supported by ERF (elaborated more under Outcome 4). However, it is important to flag here that while significant progress has been made in coordination of emergency preparedness and post disaster needs assessment, there is room for further improving coordination mechanism for joint resource mobilization for response across the sectors/humanitarian clusters. The situation is expected to improve as the humanitarian coordination mechanism matures and continuously incorporates learning in the future initiatives.

Outcome 2: Early Recovery innovations are locally developed and tested

Considering 'build back better approach' as one of the guiding principles, ERF has developed and tested early recovery innovations like core family shelter (1.5 storied, indoor space with mezzanine floor inbuilt and can withstand category 4 cyclone, and has flexibility to allow extension), climate resilient livelihoods and livelihood diversification which has provided comprehensive solutions towards resilience to the communities including 5200 families in Dakshin Bedkashi Union of Koyra Upazila. Acceptance of this initiative by the GoB has reflected in Flood Resilient Recovery Project in Sariakandi upazila of Bogra district. This project, started in

November 2014, has been jointly implementing by Bogra district administration, DDM, and ERF. District administration is giving land for housing units, DDM to support land raising by using safety net schemes and ERF is providing other financial and technical supports. The ERF mid-term review acknowledged the Disaster Resilient Livelihoods model in Koyra that demonstrates Local Government ownership and collaboration while maintaining high level of shelter quality. While the Secretary, MoDMR have expressed his satisfaction on the quality of this intervention through a visit made on 29th October 2014, the quality and impact yet to be tested. The EKN team has also acknowledged this model through a visit in November 2014. As a result of this initiative, 16,755 people including 8,355 women, are resilient to the risks of tidal surge, cyclone and flooding in Dakshin Bedkashi Union in Khulna district. This Koyra recovery initiative serves as disaster resilient village model for coastal districts of Bangladesh. ERF has taken flood resilient model in Bogra district with similar approach. Scaling up of this project is being explored with Government and World Bank. The Core Family Shelter project was included in the Bangladesh case study presented at the World Reconstruction Conference organized by World Bank in September 2014 in Washington DC. This type of shelter, with an average cost of BDT 160,000 (approximately 2,000 USD) can withstand cyclone up to category 4 level. ERF has commissioned an evidence based impact assessment which will document the financial and social viability as well as overall impacts. The report is due in March 2015.

Outcome 3: National scale emergency and early recovery needs are complemented

ERF's key role under this outcome has been the advocacy and facilitation of Government's participation and leadership in the post-disaster needs assessment and response planning. Unlike in the past where resources were mainly earmarked for relief activities, increased allocation of Government's budget for recovery initiatives particularly assistance for shelter rehabilitation can be observed in 2013 (tornado resilient shelter in Brahmanbaria; and shelter rehabilitation in Mahasen affected districts). In 2013, following the tropical storm Mahasen, government pre-positioned necessary cash and relief materials during preparedness phase, and provided immediate support to the affected communities. Bhola and Barguna were two among most affected districts which needed immediate supports. Among 152,405 affected families of these districts, 2,200 families received support from ERF and others from GoB and Early Recovery Cluster. As part of its mandate, ERF also complimented national efforts during emergencies. Till date, over 32,900 families (16,000 Aila affected families; 14,216 flood affected families in the south east; 2,200 tropical storm Mahasen affected families in Bhola and Barguna; and 530 tornado affected families in Brahmanbaria), 6% of the total affected families, have benefited from livelihood recovery assistance (cash for work, cash grant, skill building). In addition, 265 Aila affected families in Koyra now have access to cyclone resilient shelter, making them less vulnerable to future disasters and climate risks.

While much progress has been made, meeting all the needs of the affected families following disasters continue to be a challenge, as resources are scarce and needs are huge. High proportion of people under the national poverty line (29.6%)¹ and climate risks are the main factors influencing vulnerability of the people. In this aspect, the Early Recovery Cluster has played a key role in advocating for durable solutions for disaster risk reduction and climate change in its presentations and dialogues with stakeholders and is promoting a transition from relief to recovery to development. As a result of advocacy and improved early coordination, significant increase of allocation for early recovery was noted, as reported in the 2013 National Report on Disaster Preparedness Response and Recovery. Following the tropical storm Mahasen, government allocated BDT 300 million for shelter rehabilitation and other non-government humanitarian actors including UN agencies allocated BDT 490 million for early recovery projects. The changed happened due to ERF contribution has been documenting through an impact assessment which is due in March 2015.

¹ Source: World Bank, WFP and BBS, 2005

Outcome 4: Early Recovery Procedures are sustained

Reformed humanitarian coordination with Government leadership: ERF provided technical support to LCG-DER for the review of the humanitarian coordination system development in Bangladesh. Eight thematic humanitarian clusters with dedicated leadership and capacity which facilitate coordinated humanitarian needs assessment and response are in place. UNDP, supported by ERF, leads two of the eight humanitarian clusters (Early Recovery Cluster and Shelter Cluster). For the first time in Bangladesh, in 2012, a Joint Needs Assessment (JNA) has been carried out with strong Government ownership – a scenario very different from 2011, where more than 13 needs assessments were undertaken by different NGOs and UN Agencies with limited coordination. The capacity of Shelter and Early Recovery Cluster for coordinated assessment and response has been greatly strengthened through development of sector specific needs assessment tools such as guidelines and standardization of response packages.

Strengthened national capacity for disaster management and early recovery: In collaboration with CDMP, a total of 521 DDM officials (497 male and 24 female) have benefited from a five-day comprehensive training on disaster management and early recovery following capacity needs assessment. Facility in place to enabling Government and other stakeholders to mobilize 500,000 Bangladesh Scouts across the country. Around 111 personnel from ERF pre-qualified NGOs are trained on disaster response and early recovery programming and implementation.

Stronger links between relief, early recovery, and disaster risk reduction: the Early Recovery Cluster actually brings together the two streams of work that is taking place in Bangladesh in regards to Disaster Management: ‘DRR’ and ‘humanitarian response’, by providing real time lessons and guidance from post-disaster assessments and by advocating for long-term recovery and development (eg. post-Mahasen needs assessment and early recovery cluster response strategy).

Resilient Recovery – an imperative for sustainable development: As part of the preparation for the post 2015 HFA agenda, ERF is closely engaged with Government and other national and international stakeholders. ERF recently participated in the second World Reconstruction Conference organized by the World Bank, and is currently working together with World Bank in supporting the Government of Bangladesh in pursuing resilient recovery agenda through implementation of country action plan.

Outcome 5: Early Recovery policies and standards are developed and applied

Building on the experiences and lessons learned since the roll out of the Cluster in January 2012, Early Recovery Cluster has developed a detailed guideline focusing on the following: **1) Information Management**, to ensure that all the assessment, monitoring and evaluation related data is centrally coordinated to optimize the investments made in these areas by the myriad of responders and to avoid occurrence of gaps and minimize duplication; **2) Standard Setting**, to ensure that the minimum quality standards are maintained across the affected areas and the distribution of goods and services is equitable; **3) Stakeholder Coordination**, to maintain ownership, transparency and confidence of all the stakeholders, especially the related government agencies, promoting shared priorities and unified action.

During the past year ERF has made significant contribution in pursuing early recovery agenda. A Bangla Handbook on Standing Orders on Disaster was developed that provides detailed guidance to the Disaster Management Committees at district, Upazila and Union level in performing their roles and responsibilities. Early Recovery has been integrated in the draft national Disaster Management Policy. The policy will be submitted to the national Parliament by end of this year. ERF supported the Ministry of Disaster Management and Relief in the development of Early Recovery Guiding Principles. The Early Recovery Guiding Principles has enabled the Government agencies and humanitarian clusters in systematically integrating early recovery in its

programmes/projects. Disaster resilient shelter standard was been drafted in this year and is being finalized by the Shelter Cluster members.

Nationwide, cyclone, floods, and cold wave regions have been defined on the basis of risk and vulnerability assessment conducted by CDMP II, and being used to prepare contingency plans with technical support from ERF.

2.2 Transversal themes:

Gender: ERF is addressing gender dimension in implementing project interventions which is also acknowledged in the recent ERF mid term review. Gender is mainstreamed across ERF's activities using the following approach: i) development of gender sensitive M&E framework and regular monitoring; and ii) guidance for gender sensitive beneficiary selection and response planning for NGO partners. Training curriculum developed for capacity building of DDM officials has incorporated 'gender concept, analysis and mainstreaming' in context of disaster response and recovery. Till date, 24 out of 28 female field staff of DDM are ready with knowledge on early recovery approaches and methodologies. Around 62% women out of the total beneficiaries benefited from the livelihood recovery following 2012 flood/landslide in the south east Bangladesh. ERF formed PIC in community level involving both male and female to ensure consultation process and decision making in terms of selection of scheme, beneficiaries, income generating activities. It was also expected that more support to women could have enhanced their voice in decision making at family level. ERF also promoted joint ownership (husband and wife) of assets for the disaster resilient shelter in Koyra. Further, around 47% of recipients supported for cold wave were women as well as around 48% livelihood recovery beneficiaries in Aila affected areas were women. The recently published Early Recovery Guiding Principles include gender as a basic principle for promoting early recovery, which will be integrated across all the humanitarian clusters and disaster response and recovery programmes. ERF like other UNDP projects prioritize gender sensitivity and women empowerment. ERF takes affirmative action by setting criteria of beneficiaries so that women, especially most vulnerable women, been selected and get benefit of project intervention as well as be able to change their lives. The training curriculum on disaster management developed for the Bangladesh Scouts also includes gender concepts and issues. A pool of 68 Master Trainers, developed with members of Bangladesh scouts, have been readied including 6 girl scouts who are now providing training to other volunteers.

Capacity Development: Readiness of DDM officials and other volunteers with appropriate skills has been ensured through a number of capacity development initiatives with support from ERF. According to the Capacity needs assessment conducted by individual consultant in mid-2012, a list of actions were suggested including training the DDM field level officials on the newly evolved concept of comprehensive disaster management including the risk reduction and early recovery concept came up as one of the major gap area. Subsequently a joint curriculum was prepared by CDMP and ERF, and the 5 daylong course was organized by National Academy for Planning and Development (NAPD). The readiness of around 94% DDM officials at district and Upazila level till June 2014 as well as other volunteers makes the early recovery functional. The enactment of the Disaster Management Act in September 2012; and creation of a new Department of Disaster Management (DDM), with mandate to cover disaster response and recovery, provided solid basis for ERF to pursue capacity development of Government Disaster Management officials. Targeting three distinct stakeholders, namely Department of Disaster Management; Bangladesh Scouts; and NGO partners including the members of the Early Recovery Cluster, ERF adopted systematic approaches to identify actual capacity needs, and developed necessary interventions including training program design, modules and logistics. Around 140 Bangladesh Scouts from Khulna, Bagerhat, Mongla and Sylhet districts including 68 Master Trainers were trained under LoA with ERF, and now ready for disaster response and recovery. It is expected that around 1200 scouts will be trained by the end of 2014 by the Master Trainers of Bangladesh Scouts with support from ERF only. ERF also arranged training for pre-qualified NGOs; more than 110 members of these NGOs are ready now to perform effectively and efficiently following any major disaster event in

Bangladesh. The training has contributed to improvement in the quality of post disaster response and early recovery interventions. On the other hand, Disaster Management Committees of five most vulnerable districts have better understanding of the Government Standing Orders on Disaster through development of Bengali handbook supported by ERF, and training received on operationalizing this handbook under SLDPGP project. Considering the feedbacks from the Secretary of MoDMR and DG DDM, BDPC have taken several initiatives like compiled the problems/challenges with recommendation and planned to share with DDM and other stakeholders to address those problems. An impact assessment of this project will take place in July 2015 which documents the overall achievements.

Partnerships: In an attempt to make the best use of resources, ERF has established strategic partnership with different humanitarian actors like Ministry of Disaster Management and Relief, Department of Disaster Management, UN Agencies particularly those leading the humanitarian clusters, IFRC, donors, and NGOs. In 2013, ERF concluded partnership agreement with Bangladesh Scouts, BDPC, and Narayanganj City Corporation. These partnerships enabled ERF to make significant contribution to the national progress on humanitarian coordination, response and recovery. Bangladesh Disaster Preparedness Centre (BDPC), a national NGO, completed its first year partnership with ERF in implementing the pilot initiative on “Strengthening Local Disaster Management Practices through GO- NGO Partnership (SLDPGP)” in five most vulnerable districts. Building on the successes and lessons from the first year of implementation e.g. strengthened capacity of local DMC due to development of SOD in Bengali and training, more GO-NGO coordination; website developed to host DMC meeting resolutions etc., the project has launched its second year of implementation.

Chapter 3: Outputs and performance, partners and context

3.1 Summary of main outputs / outreach

Output 1: By 2015, an Early Recovery Facility is Functional

ERF, with a team of 11 professionals (male 7, female 4; 2 international staff) having technical and managerial expertise, is functional and is promoting national ownership. The project is effectively administering the programme and ensuring national capacity development. There are 31 (male 23, female 8) UNDP SURGE member capacitated in-house and a global linkage established to support ERF team during emergencies. ERF has prepared a business continuity plan, followed as and when required to overcome constraints like strikes/hartals and to ensure effective implementation. Regular monitoring visits, mid-term, year-end reviews have also been carried out continuously to keep the project on track and result oriented. Around 53% field monitoring visit was conducted in 2013 and 70% in 2014 which was supported by SDC.

ERF established a pool of 49 pre-qualified NGOs (9 are women headed) who are newly selected and enlisted with ERF to act promptly in response to disasters especially for Early Recovery. Funding through FTP does not require submission of FD6 to NGO Affairs Bureau. Fast Track Procedures (FTP) approval was granted to ERF by UNDP HQ in June 2013. This enabled ERF to reach out to the Mahasen affected families in a timely manner with early recovery assistance. FTP enables ERF to contract pre-qualified NGOs within 48 hours following a crisis. The achievement of this output is satisfactory and particularly in setting up effective response mechanisms (ERF team, SURGE, NGO roster) that enables rapid response support to Government during large scale disasters.

Output 2: By 2015, National, District and Upazila Level Officials are Better Able to Prepare, Coordinate and Manage Emergencies and Early Recovery

ERF made remarkable progress in ensuring that disaster management officials are better able to prepare, coordinate and manage emergency response and recovery. Around 94% officials are trained up at national and local level; the achievement is 17.5% more than planned. A handbook that is awaiting final approval has been drafted for DRROs and PIOs to assist in their capacity development. ERF also supported DDM to prepare and update cold wave response plan, and emergency preparedness plan for cyclone. Besides government officials, the representatives of pre-qualified NGOs also received training on early recovery approaches. ERF partnered with BDPC to strengthen local disaster management practice through GO-NGO partnership in five most vulnerable districts. The capacity of Local DMCs was strengthened through this initiative in Satkhira, Bagerhat, Pirojpur, Gaibandha and Jamalpur districts. A web portal was also launched to contain and share updated information of DMCs which resulted in better coordination. The number of coordination meetings between GO and NGO have seen gradually increased (2.5 times more in the 2nd than the 1st quarter of 2014) in these districts.

Output 3: By 2015, Integrated and Coordinated Volunteer Network Ready to Respond to Local and National Level Disaster Events

The partnership with Bangladesh Scouts, established in 2013, enables ERF to have access to 500,000 scouts across the country during emergency situation. ERF provided support in strengthening their capacities on disaster response and recovery. An interactive web-based Volunteer Information System (VIS) was developed to have easy access to volunteer information for deployment during emergency. These volunteers already started responding to disaster events, e.g. more than 1,000 Bangladesh Scouts were mobilized to respond to cold wave in January 2013. ERF has planned to train up 1200 scouts by 2015. Regional level trainings have been on-going, and so far 140 scouts including 22 Girls Scouts have successfully completed five days training.

ERF completed initial administrative works and desk review is on-going to have required experts on board to prepare Multi-hazard vulnerability ATLAS for Narayanganj City Corporation. Around half of the 27 wards of this city corporation have urban volunteer groups, with 50 members in each group, to be trained in search and rescue operation. With rapid economic growth and urbanization, Narayanganj city is becoming highly vulnerable to human induced and natural hazards, particularly earthquake, fire and water logging etc. This project is aimed at addressing potential threats within Narayanganj municipality by assessing the risks and developing technical and human capacities for disaster response preparedness.

Output 4: By 2015, Innovative Community-based Recovery Solutions have been developed and tested

ERF has piloted two innovative solutions to ensure resilient habitat against disasters. SDC funded repair and maintenance works of 43 houses and a school cum community center in Kedarbazar village of Syamnagar sub-district of Satkhira district under the disaster resilient habitat initiative was completed with a video documentation. Disaster resilient community building in Koyra upazila of Khulna district is another community based solution. A total of 265 Core Family Shelters have been handed over to the beneficiaries of this Aila affected village. The village is now protected from high tide inundation due to the construction of around 3 km long embankment with support from the Embassy of the Kingdom of the Netherlands (EKN). These disaster resilient shelters are cost effective and most importantly community driven and hence sustainable. These shelter models have been shared with Government and other stakeholders through Shelter Cluster workshops.

Output 5: National Emergency Response and Early Recovery have been supported

ERF mobilized resources for responding to cyclone Aila, flood in south east, cyclone Mahasen, and tornado with livelihood recovery assistance as well as distributed blankets among cold wave victims. ERF's livelihood recovery intervention for south-east flood victims benefited 14,216 households through cash for work and cash grant. ERF also supported 2,200 families in Bola and Barguna districts with cash grant and training to earn an income to meet their family needs and restore the livelihood and assets they lost during the tropical storm Mahasen. ERF supported Shelter Cluster and Early Recovery Cluster for early recovery assessment and response, which were followed by implemented of early recovery programmes supported by the DDM, NGOs, and UN Agencies. The project supported DDM and facilitated the publication of National Disaster Report 2013 and distributed in Asian Ministerial Conference on Disaster Risk Reduction, HCTT meeting etc.

Output 6: Emergency Response Coordination Supported through DER-LCG and National Cluster System

ERF made significant contribution in reforming the humanitarian coordination system in Bangladesh. ERF provides technical supports to early recovery and shelter clusters to strengthen humanitarian coordination system in Bangladesh. The supports include facilitating regular meeting, progress reporting, annual work planning as well as result sharing with various stakeholders. ToRs for both clusters were prepared in 2012 besides completion of membership lists. The project provided technical assistance to LCG-DER for development of Joint Need Assessment methodology and tested following floods in 2012 and Mahasen in 2013 with strong Government ownership. The JNA methodology was adopted for application by LCG-DER and all stakeholders in Bangladesh, both Government and non-Government.

Output 7: Support to Bangladesh to Participate in Regional and Global Disaster Risk Management and Climate Change Adaptation Initiatives

ERF supported the participation of government official in regional and global disaster management forums. In 2014, five persons (2 DDM officials, 2 persons from Narayanganj City Corporation, and 1 official of MoDMR) participated in Germany, China and Thailand and came with an understanding on how City Corporation could better prepare for disaster response, how community volunteers could be better prepared for emergency response and informed about the

way forward in reducing disaster risk in the Asia region. A study visit for officials of the Ministry of Disaster Management and Relief was also organized in collaboration with UNDP Indonesia during 2012. Recommendations as identified in this study visit report were presented to the Director General, DDM and the Secretary, MoDMR.

Output 8: By 2015, Policies, Standards and Mechanisms for early recovery are in place

ERF through its early recovery cluster and shelter cluster formed technical working group for standardizing early recovery interventions as well as developing hazard specific measures. Disaster resilient shelter standards have been drafted in the 2nd quarter of 2014 and forwarded to shelter cluster for feedbacks. Early recovery cluster guideline was prepared. Early Recovery Cluster Guidelines was developed for setting of standards, coordination of stakeholders and information management. The guideline was endorsed by ER cluster in 2013, launched by MoDMR on 27th March 2014 National Disaster Preparedness Day, and is now being used by humanitarian actors. ERF early recovery need assessments protocol is promoting a shared understanding among various actors and resulted in coordinated recovery actions. The above indicated policies, improved mechanisms i.e. needs assessments and coordination, has resulted in increased investment of DDM and donor resources for financing early recovery projects in 2013 and 2014 as reported in 2013 Annual Disaster Response and Recovery Report.

3.2 Efficiency

ERF promotes strong synergy and linkages among the humanitarian and development actors under the strategic and executive directions of Project Advisory Board (PAB). ERF's strategic partnership with Bangladesh Scouts, NCC, BDPC, and local and national NGOs on the roster has helped implement interventions cost efficiently. NGOs can be mobilized within 24 hours and engaged in recovery works using the Fast Track Procedures (FTP), which has significantly reduced the response time taken.

The project implemented field interventions in partnership with the local NGOs cost effectively, as reported in the MTR mission. It says that compared to shelters constructed by other agencies in terms of cost, quality of materials and workmanship, CFS constructed by ERF is well accepted by local administration in Koyra Upazila. The ERF MTR also notes this as one of the successful and replicable initiatives under the ERF project. It also found that the overhead cost of partnership NGOs was reasonable for the flood response in 2012 and Mahasen response in 2013.

3.3 Complementarities between ERF and CDMP

ERF and CDMP both exhibited complementarities in policy and programmatic support, capacity building of DDM officials, and response and recovery works.

- i. Capacity enhancement of DRROs and PIOs: Based on capacity need assessment, a joint plan and curriculum was prepared by CDMP and ERF for capacity development of DDM officials through a 5-days training on full cycle disaster management including DRR. CDMP also conducted few sessions, and IT training as well.
- ii. Policy & programmatic support:
 - ERF and CDMP have provided technical support together to review National Plan for Disaster Management.
 - Risk screening for background paper of 7th Five Year Plan done jointly by both projects, especially on disaster risk reduction and climate change adaptation.
 - Nationwide, cyclone, floods, and cold wave regions have been defined on the basis of risk and vulnerability assessment conducted by CDMP II, and being used to prepare contingency plans with technical support from ERF.
 - Support LCG-DER: ERF-CDMP extended necessary support to make it more functional and sustainable in line with the revised ToR and work plan.

- CMDP representation in ERF Advisory Board and vice-versa: ERF has been guided and helped by CDMP through its role as a member of ERF Advisory Board. ERF has also been contributing by its representation in the technical committee of LDRRF component of CDMP.
- iii. Emergency response and recovery:
 - Joint/common initiative: ERF has been benefitted from the lessons learned from disaster resilient habitat programme already implemented by CDMP.
 - Joint disaster emergency situation monitoring and analysis: ERF and CDMP both shared their sources and produced situations reports as per project needs. Both complement each other in post-disaster information review, analysis and reporting.

Chapter 4: Finances and Management

a. Status of SDC Contribution (Jan 2012 – June 2014)

CONTRIBUTIONS – FOR ERF REGULAR WORKPLAN AND BUDGET			
DONOR	Commitment (A)	Received (B)	Disbursement (C)
	CHF	CHF	CHF
SDC	1,250,000	1,000,000	1,250,000

b. Status of SDC Expenditure by Year (Jan 2012-June 2014)

Year	CHF
2012	158,131
2013	595,955
2014	495,914
Total	1,250,000

c. Status of SDC expenditure by project outcomes & year (Jan 2012-June 2014)

Outcome	2012 (CHF)	2013 (CHF)	2014 (CHF)
Outcome1	136,368	482,696	330,720
Outcome2	729	12,420	-
Outcome3	8,181	54,117	137,786
Outcome4	12,853	36,488	21,380
Outcome5		10,234	6,028
Total	158,131	595,955	495,914

d. Status of All Donor's contribution (February 2011 to June 2014)

Contributions for ERF regular work plan and budget		
DONOR	Received (in US\$)	Received (CHF)
UNDP	1,283,522	1,182,124
SDC	1,062,485	1,000,000
AusAID	492,247	437,559
TOTAL	2,838,254	2,619,683

Contributions for Emergency Response and Early Recovery		
DONOR	Received (in US\$)	Received (CHF)
UNDP	3,276,257	3,026,433
EKN	860,000	792,060
AusAID	791,931	729,368
TOTAL	4,928,188	4,547,861

Chapter 5: Lessons Learnt & Good Practices

A. Lessons Learnt

Operation and budget utilization

- Setting up Business Continuity Plan (BCP) enabled ERF continue to perform despite political unrest in January 2014. ERF also kept implementing partners in confidence to work extra hours to overcome unavoidable stoppage. Understanding external risks and putting in place the mitigating measures helped ERF function smoothly despite the political uncertainties.

Early Recovery Policy & Programmatic Support

- Periodic review and assessments have enabled the project strengthen its performance. The Mid-Term Review (MTR) and the Management Response provided strategic guidance in mainstreaming Early Recovery issues into national plans, policies (draft National DM Policy) and processes. It also enabled the project to work out a future strategy on Early Recovery. The inclusion of Early Recovery principles in the National DM Policy, the Bangla SOD: Guide for the DMCs are the two major step towards integrating Early Recovery in the national DM polices, Plans and programmes. ERF will continue to support integration of Early Recovery in the subsequent SOD and the National DM Plan 2015-2020.
- Engagement of Local Authorities resulted in the Government ownership of Early Recovery interventions and helped overcome challenges. ERF faced challenges in involving communities during emergencies who were asking for more than the standard wages in rehabilitating the broken embankment during monsoons. The DC and UNO played a crucial role in overcoming this challenge. They provided extra laborers by mobilizing Government CfW programmes to complete the rehabilitation of the embankment in the quickest possible time. Government ownership is important for sustainability and scaling up.
- Strategic partnerships with key entities including the relevant Government agencies (Ministry of Disaster Management and Relief, Department of Disaster Management) and Local Administration, UN Agencies, IFRC, Bangladesh Scouts, development partners, and national and international NGOs have enabled ERF achieve its expected outcomes.

Capacity Development

- Capacity building promotes government ownership. ERF had provided capacity building support to DDM. DDM has undertaken several trainings on SOS and D-Form without any external assistance or management support. The pool of Master Trainers (PIOs) trained during Nov-Dec 2013 now run the SOS and D-Form training programmes at the district and Upazila level supervised by the senior DDM officials from HQ. The capacity development of DDM and the DMCs are undertaken in collaboration with CDMP and INGOs.

B. Good Practices

- ERF established NGO Roster for effective crisis response, and few of the pre-qualified NGOs have already participated in recovery works. As a good practice, this lesson has been shared UNDP HQ to other UNDP Country Offices (Syria, Afghanistan, and Haiti).
- Following the humanitarian coordination reform, eight humanitarian clusters have been established in Bangladesh. UNDP leads two of these eight clusters (Shelter and Early Recovery), managed through ERF. This provided excellent opportunity for ERF to advocate and promote Early Recovery in Bangladesh, with support from the Government Co-Chair.
- Formalization of partnership with the Bangladesh Scouts has provided immense opportunity to ERF by creating a SURGE facility. Almost half a million volunteers can be mobilized across the country from national to the village level during an emergency.
- Early Recovery Cluster brings together the two streams of work that is taking place in Bangladesh – ‘DRR’ and ‘humanitarian response’, by providing real time lessons and guidance from post disaster assessments and advocating for long-term recovery and development (e. g. post-Mahasen needs assessment and early recovery cluster response strategy).

Operational Report: Annexes

A. Log-frame and/or result framework analysis

Outcomes	Indicators	Achievement
<p>Outcome 1: Coordinated Early Recovery mechanism in place Effective national early recovery coordination mechanism in place and complimented by humanitarian agencies (UN, donors, NGOs) with technical cooperation and resources.</p>	<ol style="list-style-type: none"> 1. A dedicated functional Early Recovery Facility in place composed of professionals with technical expertise in ER 2. Well-functioning Early Recovery Network involving state and non-state stakeholders 3. Volunteer Networks for early recovery developed and functioning 4. Emergency assistance and recovery synergized 5. Defined roles of different actors/ stakeholders for early recovery 6. Clearly described coordination mechanisms 7. Benefits of Coordinated Recovery reflected in subsequent National Disaster Report 8. Disaster risk and vulnerability profile based resource allocation system showcased 	<ol style="list-style-type: none"> 1. A dedicated Early Recovery Facility is in place with technical expertise in early recovery. 2. Early Recovery Network comprising of state and non-state stakeholders in place; ERF supports UN RC Office in strengthening the capacity of ER Network. 3. A facility established to mobilize 500,000 DM volunteers across the country through a partnership with Bangladesh Scouts. 4. Early Recovery Cluster through the early recovery needs assessment and response plan promotes smooth transition from emergency relief to early recovery and resilient development. 5. Early Recovery Cluster established and operational with specific TOR and ER Cluster Guidelines. 6. Clearly defined coordination mechanism in place through the HCTT and the eight humanitarian clusters. 7. 2013 Bangladesh Report on Disaster Preparedness, Response and Recovery reflects achievements and lessons 8. Response preparedness plan for cold wave, cyclone and flood ensure disaster risk and vulnerability based resource allocation
<p>Outcome 2: Early Recovery innovation locally developed and tested Innovative, realistic, comprehensive early recovery components, models and solutions conceptualized and tested in contextually adapted format.</p>	<ol style="list-style-type: none"> 1. Post-disaster assessments well organized 2. Due inter-linking among short-term relief aid, early recovery, disaster risk reduction and climate change adaptation is established 3. Recovery needs are clearly defined 4. Swift and holistic post-disaster funding & action 5. "The building back better" aspects are identified, documented, advocated and replicated practiced 6. Effective emergency and ER coordination continued across level 7. National and/or global Surge deployed to augment national capacity 	<ol style="list-style-type: none"> 1. Provided technical assistance to LCG-DER for development of Joint Needs Assessment methodology; JNA tested following floods in 2012 and Mahasen in 2013 2. Linkage among relief, early recovery and DRR and CCA promoted through the contribution of ER Cluster and ER Network as well as other actors. 3. Recovery Needs are defined through the needs assessment under the guidance of the HCTT 4. Limited progress due to different stakeholder interests 5. Video documentation on Disaster Resilient habitat completed. Video documentation of Koyra disaster resilient village in progress. 6. Emergency coordination enhanced significantly as compared to 2011, before the new humanitarian coordination architecture was established 7. The scale of disaster events in reporting years did not require mobilization of SURGE capacity

Outcomes	Indicators	Achievement
<p>Outcome 3: National scale emergency and early recovery needs are complemented</p> <p>National emergencies are complemented at the request of the government and in coordination with GoB, other UN agencies, INGOs, NNGOs, private sectors and other humanitarian actions in case of disaster during implementation period.</p>	<ol style="list-style-type: none"> 1. Non-food needs of national level emergencies are complimented in disaster response. 2. Emergency shelter needs are complimented 3. National and local level coordination of emergency response is facilitated with Government, DER and humanitarian agencies and private sectors. 4. Resources are mobilized from bi-lateral and multilateral sources in a quickly and timely manner to compliment the emergency needs. 	<ol style="list-style-type: none"> 1. Not applicable in 2012, 2013, and 2014 2. Limited shelter response 3. National level coordination of emergency response is facilitated through HCTT 4. Mobilized funds from DFAT-Australia to support early recovery following 2012 flood, and Mahasen in 2013
<p>Outcome 4: Early Recovery Procedures sustained</p> <p>The relevant official national institutions are fully engaged in the process and fully familiarized with early recovery aspects; public services are capacitated to continue with early recovery-recovery planning and implementation in the long-run.</p>	<ol style="list-style-type: none"> 1. Enabling Environment for Early Recovery Function in Bangladesh established. 2. National Acts, Policies, Plans and Orders accommodate the early recovery needs and functions. 3. Public Officers and local DMCs duly trained and capacitated 4. Institutional reforms are responsive to ER functions (Human Resource planning, Development planning and Finance planning adapted) 5. Early Recovery mainstreamed within the key functions of DMRD 6. Bangladesh demonstrate representation and leadership international DRM and CCA forums 	<ol style="list-style-type: none"> 1. Early Recovery has received significant attention in Bangladesh since the establishment of ER Cluster supported by ERF. Increased allocation of GOB resources for early recovery in 2013 as compared to previous year. 2. Early Recovery integrated in the draft national Disaster Management Policy. 3. Over 95% of DDM staff at district and Upazila level trained on full cycle of DM including early recovery; UNOs, DRROs, PIOs of 18 disaster prone districts received targeted training on SOS and D-Form to improve quality of post disaster data collection. 4. Ongoing discussion and advocacy with MoDMR and DDM; opportunity as DDM restructuring in progress 5. Ongoing discussion and advocacy with MoDMR and DDM; Joint Secretary, MoDMR Co-Chairs the ER Cluster 6. Supported GOB and NGO participation in Regional DRM and CCA forums (2012, 2013, 2014)
<p>Outcome 5: Early Recovery policies and standards developed and applied</p> <p>Pro-active, comprehensive, empirical and evidence based recovery policies and standards, including preventive elements for reducing risk levels, in place and applied</p>	<ol style="list-style-type: none"> 1. Relevant regions defined 2. Scenarios in exposed regions assessed 3. Assess ongoing action in exposed regions 4. Advocate for needed complementary action 5. National Surge in place and linked with global surge 6. Capacity national actors assessed and enhanced 7. Specific contributions to preventive measures 8. Policies/guidelines drafted and advocated for endorsement 9. % of government officials citing at least 1 way that the 	<ol style="list-style-type: none"> 1. Emergency preparedness plan for cyclone and floods 2014, cold wave response plan 2013/2014 defined hazard specific regions. 2. Risks and vulnerability assessment, and scenarios of exposed regions defined through the hazard-specific contingency planning process 3. Assessment in vulnerable districts undertaken by CDMP (Community Risk Assessment) with technical input from ERF. 4. Advocacy on complementary actions for early recovery through the ER Cluster. 5. National SURGE facility in place and linked to global SURGE mechanism 6. Capacity needs assessment of DDM officials (DRROs and PIOs) conducted and planned training programme completed; capacity

Outcomes	Indicators	Achievement
	<p>ER guidelines/policy has improved their efficiency</p> <p>10. "The building back better" aspects included</p> <p>11. Solutions are exchanged and best practices are shared across professionals, institutions, countries and other contexts</p>	<p>development on early recovery for humanitarian clusters; pre-qualified NGOs completed</p> <p>7. CDMP undertakes DRR and mitigation projects as well as preventive measures; ERF supports DDM in emergency response capacity development through contingency planning and preparedness</p> <p>8. ERF provided inputs on early recovery to be included in the draft national Disaster Management Policy; Operationalization of Standing Orders on Disasters: Handbook for DMCs published and disseminated</p> <p>9. Early Recovery Guiding Principles being used by the humanitarian clusters and Government agencies in its programmes/projects</p> <p>10. ERF interventions included "Build back better" approach; Also advocated through the ER Cluster</p> <p>11. Bangladesh Case Study on Recovery (also showcasing ERF disaster resilient shelter) presented and disseminated in the recent second World Reconstruction Conference organized by World Bank.</p>

B. ERF's overall output wise progress by indicators

Output 1 Indicators	Baseline	Target	Progress till June 2014
% of ERF staff positions filled as per TORs	0% (2010)	100% (2013)	100%
% of ERF staff positions filled by <i>women</i>	n/a (2010)	30% (2014)	18%
Business Continuity Plan for ERF in place	No (2010)	Yes (2013)	Yes
No. of UNDP SURGE candidates readied to respond to emergencies	0 (2010)	30 (2015)	31
% of UNDP SURGE candidates readied who are women	0 (2010)	30% (2015)	26%
Updated list of pre-qualified NGOs	No (2010)	Yes (2012)	Yes
Output 2 Indicators	Baseline	Target	Progress till June 2014
% of DDM officials with capacity for early recovery approaches and methodologies	0% (2010)	80% (2014)	94%
% of <i>female</i> DDM officials with capacity for early recovery approaches and methodologies	0% (2010)	90% (2014)	86%
Progress towards a Handbook for DDM² Officials	0 points (2010)	6 points (2013)	4 points
No. of NGOs with capacity for early recovery approaches and methodologies	0 (2010)	50 (2015)	29
Output 3 Indicators	Baseline	Target	Progress till June 2014
Progress towards a Handbook for Disaster Volunteers ³	0 points (2010)	3 points (2014)	0
No. of disaster volunteers trained and readied for emergency response	0 (2010)	1,200 (2015)	On progress, 140 scouts already trained
% of trained volunteers mobilized through volunteer organizations during national emergency	n/a (2010)	10% (2015)	Partnership agreement with Bangladesh Scouts formalized; 1080 Bangladesh Scouts mobilized to support cold wave in Jan 2013;
Integrated database of different volunteers organizations operational	No (2010)	Yes (2014)	Volunteer Information Management System including database of Bangladesh Scouts in place
Output 4 Indicators	Baseline	Target	Progress till June 2014
% of early recovery schemes incorporating "build back better" approach	0% (2010)	50% (2015)	60%
No. of documented innovative community-based recovery solutions	0 (2010)	4 (2015)	Video documentary on disaster resilient habitat, Syamnagar completed; Video documentary on disaster resilient village, Koyra in progress
No. of regional workshops to share community recovery experiences per year	0 (2010)	2 (2014)	1 in 2013 (Mahasen response lesson learned workshop in Bhola)
Output 5 Indicators	Baseline	Target	Progress till June 2014
% of households affected by disasters that received livelihood recovery assistance	0 (2010)	10% (2015)	Flood in south-east: <10 Mahasen: 30% achieved

² Scale from 0 to 6: a) handbook for DDM officials published -2 points, b) handbook includes gender sensitive disaster preparedness and response – 1 point, c) handbook includes risk reduction – 1 point, d) handbook includes emergency preparedness – 1 point, e) handbook includes early recovery – 1 point

³ Scale from 0 to 3: a) handbook for disaster volunteers published -2 points, b) handbook includes gender sensitive disaster preparedness and response – 1 point

% of households affected by disasters that received shelter assistance	0 (2010)	10% (2015)	Flood in south-east: 0 Mahasen (shelter assistance need addressed by DDM)
% of pre-qualified NGOs engaged for early recovery interventions per year	0 (2010)	10% (2015)	5% in 2013
Output 6 Indicators	Baseline	Target	Progress till June 2014
Early Recovery Cluster TOR and membership list	No (2010)	Yes (2012)	Yes (2012)
Coordinated early recovery needs assessment and response plan led by Government	No (2010)	Yes (2015)	In progress
Shelter Cluster TOR and membership list	No (2010)	Yes (2012)	Yes (2012)
Coordinated shelter needs assessment and response plan led by Government	No (2010)	Yes (2015)	In Progress
Output 7 Indicators	Baseline	Target	Progress till June 2014
No. of GOB/CSO officials participated in regional/global DM forum per year	0 (2010)	5 (2015)	8 (2014)
No. of early recovery lessons/publications shared in regional / global forums per year	0 (2010)	1 (2015)	1 (second World Reconstruction Conference in Washington DC)
Output 8 Indicators	Baseline	Target	Progress till June 2014
Early Recovery guidelines endorsed by ER Cluster	No (2010)	Yes (2014)	Yes (2013)
Shelter guidelines endorsed by Shelter Cluster	No (2010)	Yes (2014)	In progress
Livelihood recovery strategy endorsed by ER Cluster	No (2010)	Yes (2014)	In progress
Standards for Shelter endorsed by Shelter Cluster	No (2010)	Yes (2014)	Draft being reviewed
Early Recovery Needs Assessment provide real time lessons/guidance for DRR strategies and plans	No (2010)	Yes (2014)	Yes (Mahasen needs assessment provided DRR recommendations which were followed up with CDMP and relevant Government agencies)

C. Others

1. Case studies

CASE STUDY 1: SIPU'S STORY- FROM VULNERABILITY TO RESILIENCE

Sipu Rani Jolodas, a mother of four is a resident of Masuapara (Jelepura) of Chakora Upazila in Cox's Bazar. She is living with her family in 'Jolodas (fishing) community of Purbo Boro Bheloa Union). Her six member family is sustained from the meager earnings that her husband gets from working with large businessmen or sometimes drying fish. The income could vary from BDT of 2500 to 5000 taka every month. Even to earn this amount, he has to stay away from home for nothing less than 15 days every month.

And then disaster struck in July 2012. The flash flood in the southeast region including Chittagong, Bandarban, and Cox's Bazaar which killed around 122 people damaged her small thatched house and she lost all her poultry. The family fell into hard times; they were down to eating two meals a day. They were coping with money earned as wage labourers.



At a time, when life seemed to be at its lowest point, Samaj Kallyan Unnyan Sanstha (SKUS) approached them for support through cash grant scheme. She couldn't believe her luck. This was a UNDP-ERF supported initiative.. Through an assessment conducted by SKUS, Sipu qualified for the cash grant. Besides cash grant, the support also included orientation on various income generation activities (IGA) such as cow rearing, poultry rearing, micro-enterprise to restore/support livelihood options along with an amount of BDT 10000. She invested this money in a dry fish business that she now runs. She

buys dry fish with the help of her husband and other relatives from Cox's bazar and sells it to neighboring communities. Monthly she has been earning around BDT 1400 since the business started.

There is no looking back for Sipu from this point onwards as she has a sustainable alternative livelihood to meet her family needs.

CASE STUDY 2: STRENGTHENING GOB CAPACITY ON DISASTER MANAGEMENT

Water logging and salinity is a persistent problem for the communities living in Tala upazila of Satkhira district. Mr. Jalal Ahmed worked in Tala upazilla for three years before he took charge as a Project Implementation Officer (PIO) in early 2010. In the year 2011, due to perpetual siltation in the rivers and as a consequence of unplanned development interventions in the river system, long-lasting water-logging in the human settlements became a grave concern for Satkhira, as this resulted in considerable loss and damage to dwelling houses, standing crops, shrimp farms, roads, educational institutions and so on in Tala and other upazilas of Satkhira district. Jalal was responsible for distribution of relief items under the leadership of the UNO of Tala upazilia.



During his tenure, Mr. Ahmed had participated in ERF and CDMP supported 5 days long comprehensive training programme on Disaster Management covering disaster risk reduction and recovery. As he explained, the training had enabled him to gain substantial knowledge on theoretical perspective and his field experiences added to his knowledge and in fact helped bridge

the gap between theory and practice. These training have prepared him better to implement the response, recovery and social safety interventions on the ground effectively. As he stated, “I was indeed fortunate as such capacity building aid capacitated me and increased my performance than before. Particularly conflict management course helped a lot to address number of conflict of interests centering distribution of relief items on ground”.

As a result of the training programme and with insights gained from working in the field, Jalal put in a few new practices in place to help better respond in situations such as the above. They started to have regular coordination meetings with the NGOs working in the community to keep everyone involved better informed on “who is doing what and where”. Now with regular meetings, Jalal and his team is able to effectively coordinate and implement the response and recovery programmes in Tala Upazila of Satkhira district.

As of June 2014, a total of 521 district and Upazila DDM Officers (94%) including 24 women PIOs have benefited from this training.

CASE STUDY 3: TOWARDS ENDURANCE

Renu Begum is 39 years old. She has a family of five and with her husband suffering from a complex disease, is the main bread earner and caregiver of the family. Flood and landslide in June 2012, rendered her homeless and forced her to live at makeshift home. She was totally handicapped as flood water came to her house and had to take shelter on the embankment of the river. It was during these hard times that her husband also became gravely ill. With no other options to sustain her family, she resorted to taking bank loans with high interest from the local money lender. The family fell into a dire state, and Renu Begum felt helpless “We were in a dangerous situation. Nobody came forward to help us. My husband could not go out to work because he was very sick and I along with my mother-in-law started working in neighbours’ homes. But the income was too little to support the family. To cope with the situation, I had to sell my only two goats” she added.



Finally, she was selected by VARD, a partner NGO of ERF to work on a cash for work scheme, repairing a connecting road partially damaged by the flood and landslide at Rupushipara union of Lama upazlia of Bandarban district. “I was asked to support the other workforce by supplying water as well as dressing and sloping of the road repaired. This income helped me to buy food for the family members and medicine for my husband” she says. Now Renu wants the assurance of regular work and sufficient help from the government and non-government organizations to restore livelihood in the long run.

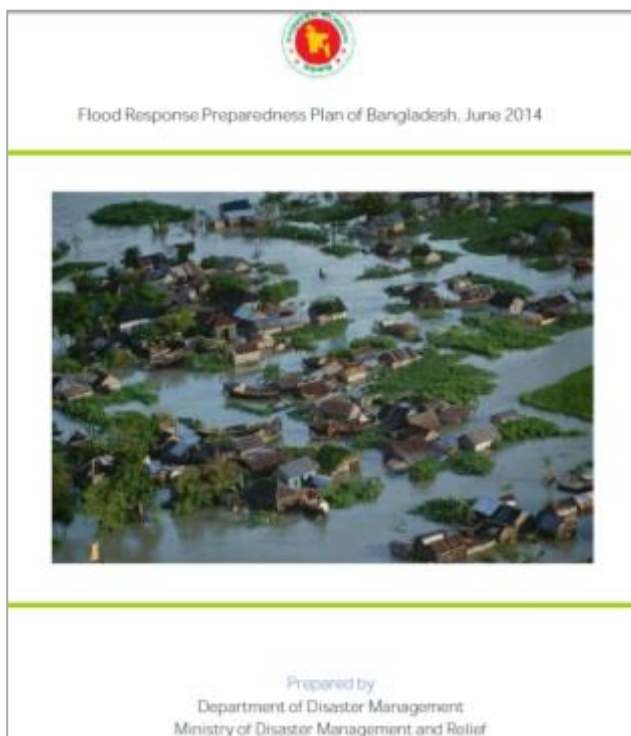
2. Highlights and photographs



Draft National Disaster Management Policy. This policy has incorporated 'Early Recovery' for the first time and expected to be submitted to the National Parliament by end of 2014.



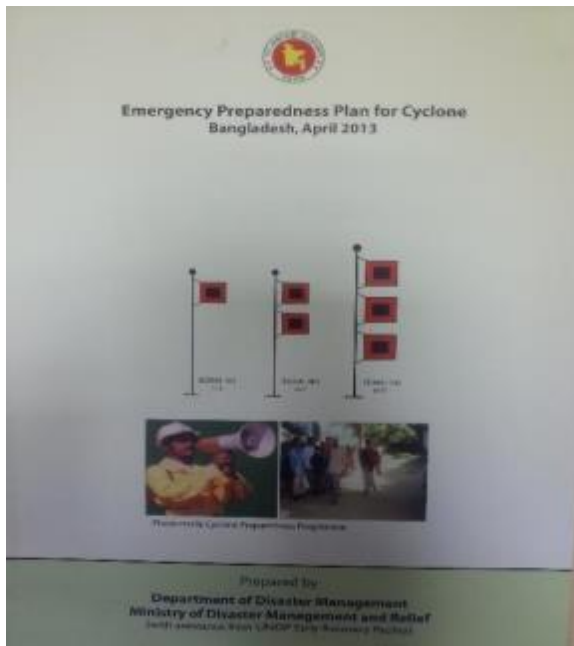
Cyclone Emergency Preparedness Plan 2014. Prepared by the Department of Disaster Management of the Ministry of Disaster Management and Relief with assistance from Early Recovery Facility



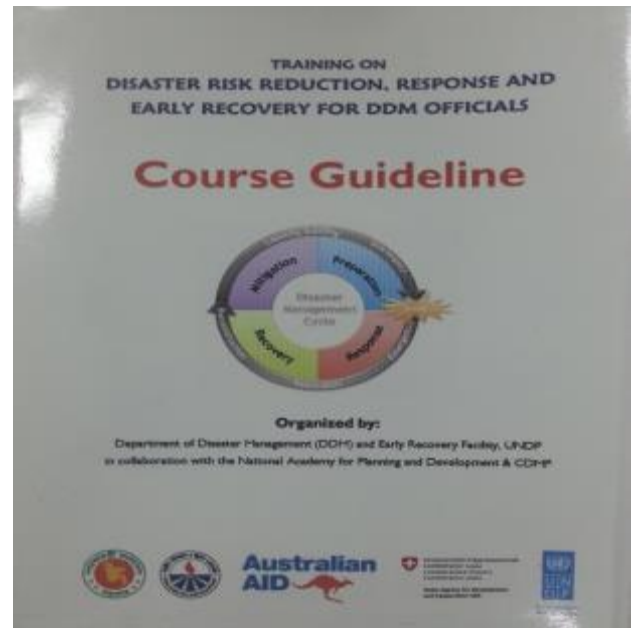
Flood Response Preparedness Plan 2014. Prepared by the Department of Disaster Management of the Ministry of Disaster Management and Relief with assistance from Early Recovery Facility



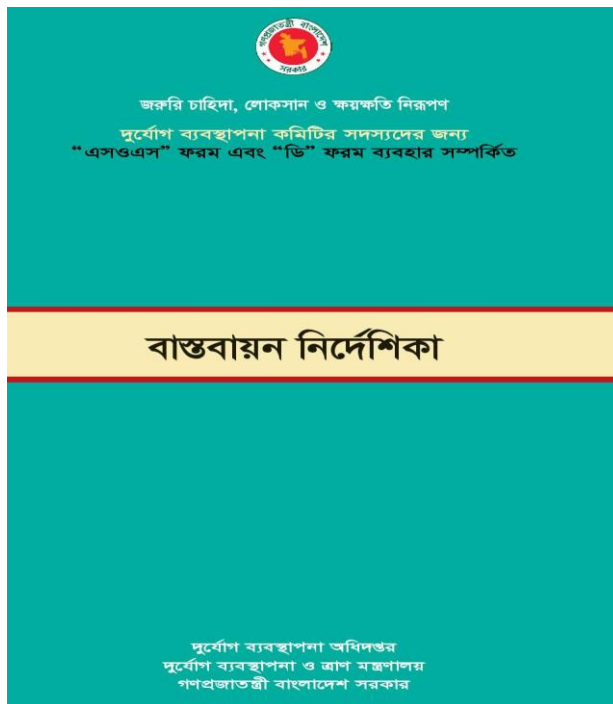
Operationalization of Standing Orders on Disaster: HandBook for the Disaster Management Committees at the district, Upazila and Union level



Emergency Preparedness Plan for Cyclone. Prepared by the Department of Disaster Management of the Ministry of Disaster Management and Relief with assistance from Early Recovery Facility



Course Guideline, Comprehensive Disaster Management and Early Recovery training for DDM officials . Organized by the Department of Disaster Management with assistance from ERF and CDMF



National Guidelines for the Government Needs Assessment tools (SOS and D-Form) as per the GOB Standing Orders on Disasters



Website on VIS: web-based volunteer registration system with detail information of Bangladesh Scouts Volunteers

3. DDM Newsletter (Vol. 1, Issue 1)



Participation in 6th Asian Ministerial on Disaster Risk Reduction Conference with support from ERF which is reported in the first page (marked in red box)

ToT on post disaster assessment (Government SOS and D-Form) for PIOs conducted by DDM with support from ERF reported in the second page of the newsletter (marked in red box)

4. Inside Story (UNDP online newsletter)

ISSUE 267– 3 APRIL 2014, UNDP Bangladesh

National Disaster Preparedness Day observed

The National Disaster Preparedness Day (NDPD) 2014 was observed across the country on March 27, 2014 with an aim to raise awareness among people about disaster preparedness. This year the theme of the day was 'Disaster has no timetable; let's remain prepared all the time'.



The Ministry of Disaster Management and Relief (MoDMR) in collaboration with Comprehensive Disaster Management Programme (CDMP II) and other development partners have taken various programmes and events including publishing newspaper supplement, TV talk show, roundtable meeting, poster and festoon installation etc. to observe the day.

The Ministry of Disaster Management and Relief (MoDMR) in collaboration with Comprehensive Disaster Management Programme (CDMP II) and other development partners have taken various programmes and events including publishing newspaper supplement, TV talk show, roundtable meeting, poster and festoon installation etc. to observe the day.

Prime Minister Ms. Sheikh Hasina, in a message issued on the occasion, said her government is always ready to build a safe and disaster-resilient nation by implementing disaster risk reduction projects and programmes. Referring to different policies taken by the government to reduce loss of lives and property during

natural disasters, the premier also urged all to build an effective disaster management structure by implementing all the existing policies successfully.

President Mr. Md. Abdul Hamid, in a separate message, appreciated the initiative to observe the day and wished success to all the programmes arranged for the occasion.

'Our main goal is to reduce the loss and damages of disasters to a manageable and acceptable level by promoting preparedness and awareness measures, in order to retain our development gains and build a resilient nation,' said Minister for Disaster Management and Relief Mr. Mofazzal Hossain Chowdhury Maya, Bir Bikram, at the seminar held on the occasion at Osmani Smriti Milonayoton.

State Minister of Youth and Sports Mr. Biren Sikder; Secretary, MoDMR, Mr. Mesbahul Alam; Director General, Department of Disaster Management, Mr. Mohammad Abdul Wazed; Director General of Fire Service and Civil Defence Brigadier General Ali Ahmed Khan; Vice Chancellor of BRAC University Professor Dr. Ainun Nishat and Chairman, PKSF Mr. Qazi Kholiquzzaman Ahmad, also spoke on the various benefits of disaster preparedness at the seminar. People from different walks of life, students, teachers, scouts, volunteers, Government Officials and Disaster Management practitioners also attended the seminar.

In the seminar distinguished participants unveiled several publications on disaster management and climate change adaptation. Among these, Early Recovery Facility (ERF) had three publications, namely 'Operationalization of Standing Orders on Disaster: DMC's Guidebook'; 'SOS and D-Form Guidelines for DMC's Members'; and 'Early Recovery Guiding Principles for humanitarian actors'.

CDMP had four benchmark publications including 'Local Level Hazard Maps for FLOOD, STORM SURGE & SALINITY'; Vulnerability to Climate Induced Drought SCENARIO AND IMPACTS; 'Development of Four Decade Long Climate Scenario & Trend TEMPERATURE, RAINFALL, SUNSHINE & HUMIDITY' and 'Non-farm Livelihood Adaptation Approaches and Technologies in the context of climate change vulnerability'.

Earlier in the day, Minister Mr. Mofazzal Hossain Chowdhury Maya inaugurated the exhibition where development partners showcased their projects and activities. CDMP exhibited over 200 knowledge products generated during CDMP Phase I and II.

ISSUE 237 – 29 August 2013, UNDP Bangladesh

Early Recovery training and support to the Mahasen affected families

With the overall objectives of enhancing the understanding of Early Recovery concepts and guiding principles as well as strengthening the capacity of the Early Recovery Cluster members on Needs Assessment and Early Recovery Framework, a 2-day training was held on 26 and 27 August 2013 in Dhaka. Early Recovery Cluster members, officials from the Ministry of Disaster Management and Relief, and representatives from Shelter, Food Security, Education, and Health clusters participated in the training. It was jointly organized by the Early Recovery Cluster and the Government of Bangladesh, funded by UNDP, SDC and AusAID.



Complementing the Government's on-going efforts for disaster response and recovery in the tropical storm Mahasen affected area, UNDP Early Recovery Facility with funding from AusAID

has launched early recovery interventions in the most affected Upazilas of Barguna and Bhola districts. This support will enable over 2,200 families to re-start their livelihoods and secure income to meet their family needs and restore the livelihood assets they lost during the tropical storm that struck the area on 16 May, 2013.

ISSUE 236 – 22 August 2013, UNDP Bangladesh Early Recovery Cluster Guidelines validation workshop

The Humanitarian Coordination Task Team (HCTT) with eight humanitarian clusters were established in January 2012, jointly led by the Government and the UN Resident Coordinator's office, as a sub-group of the LCG-DER. The Early Recovery Cluster, led by UNDP, is one among the eight humanitarian clusters. The Early Recovery Cluster is supported by the Early Recovery Facility funded by UNDP, SDC, and AusAID.



A validation meeting was held on 22nd August 2013, to review and endorse the draft Early Recovery Cluster Guidelines. The meeting was Chaired by

Mr. MA Wazed, Director General, Department of Disaster Management; and participated by over 24 members including representatives from the Ministry of Disaster Management and Relief, UNDP, WFP, IOM, WHO, UN RC Office, World Bank, IFRC, national and international NGOs. The Guidelines will be finalized by 1st September 2013, and disseminated for adoption by the Early Recovery Cluster members.

ISSUE 208 – 07 FEBRUARY 2013, UNDP Bangladesh UNDP Participates in SDC Development Fair

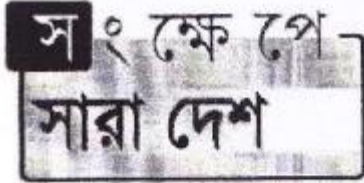
In order to commemorate 40 years of friendship between Bangladesh and Switzerland, the Embassy of Switzerland to Bangladesh in collaboration with the University of Rajshahi organized a two-day long development fair from 2-3 February 2013 at the University campus.

The development fair was started with an opening session to converse about the significance and achievements of long standing relationships between the two countries. H.E. Dr. Urs Herren, Ambassador of Switzerland to Bangladesh, the Vice-Chancellor of Rajshahi University and the Deputy Commissioner of Rajshahi district graced the opening session as dignitaries. The objective of the development fair was to display the development contribution of SDC towards local governance, private sector development, human rights, women rights, poverty reduction, disaster response and climate change adaptation, as well as to demonstrate common efforts with Bangladesh partner organizations.



UNDP through its Early Recovery Facility and Community Based Adaptation to Climate Change through Coastal Afforestation projects (both co-funded by SDC) displayed their activities in the development fair in one of the 30 stands. The development fair also provided seminars, discussions and cultural programmes. The visitors, particularly teachers and students of different educational institutes of Rajshahi including University of Rajshahi gathered in festive mode and with enthusiasm to learn about Bangladesh - Swiss cooperation towards complementing the national efforts for sustainable development.

5. Press Release



জিও-এনজিও প্রকল্প

'জিও-এনজিও অংশীদারিত্বের মাধ্যমে স্থানীয় দুর্ভোগ ব্যবস্থাপনা কার্যক্রম শক্তিশালীকরণ' নামে একটি পাইলট প্রকল্পের কাজ সম্পন্নিত শুরু হয়েছে। পাইলট প্রকল্পটি বাস্তবায়নের লক্ষ্যে গত বুধবার ঢাকার মহাখালীতে দুর্ভোগ ব্যবস্থাপনা অধিদপ্তরের সম্মেলনক্ষেত্রে একটি অনুষ্ঠানের আয়োজন করে দুর্ভোগ প্রস্তুতি ও ব্যবস্থাপনার কাজে নিবেদিত সংস্থা বাংলাদেশ ডিজাস্টার প্রিপেয়ার্ডনেস সেন্টার। অনুষ্ঠানে প্রকল্পের উদ্দেশ্য তুলে ধরা হয়। প্রকল্পটি দেশের পাঁচটি দুর্ভোগ কুঁকিপূর্ণ জেলা সাতক্ষীরা, বাগেরহাট, পিরোজপুর, গাইবান্ধা ও জামালপুরে বাস্তবায়িত হবে। বিজ্ঞপ্তি।

Figure 12: The daily Prothom-alo, 06 September 2013, Page 19

স্থানীয় দুর্ভোগ ব্যবস্থাপনা কার্যক্রম শক্তিশালীকরণ প্রকল্প-পরিচিতি অনুষ্ঠান

জেলা, উপজেলা ও ইউনিয়ন পর্যায়ে গঠিত দুর্ভোগ ব্যবস্থাপনা কমিটিগুলোর কর্মক্ষমতা ও পেশাগত দক্ষতা বৃদ্ধির লক্ষ্যে দুর্ভোগ ব্যবস্থাপনা বিভাগের সার্বিক তত্ত্বাবধানে এবং ইউএনডিপি-ইআরএফ'র অর্থায়নে 'জিও-এনজিও অংশীদারিত্বের মাধ্যমে স্থানীয় দুর্ভোগ ব্যবস্থাপনা কার্যক্রম শক্তিশালীকরণ' নামক একটি পাইলট প্রকল্পের কাজ সম্পন্নিত শুরু হয়েছে।

স্থানীয় পর্যায়ে বিভিন্ন সংস্থা ও এনজিওদের মধ্যে ক্ষমতা এবং নেতৃত্বের কৌশলগত মূল্যায়ন, উন্নয়নশীল প্রযুক্তিগত ধারণক্ষমতা, এনজিও ও দুর্ভোগ ব্যবস্থাপনা কমিটিগুলোর মাঝে নেতৃত্বকেন্দ্র এবং সমন্বয়ের মাধ্যমে অনুসরণ করা হইবে এই প্রকল্পের মূল উদ্দেশ্য। এই প্রকল্পটি দেশের পাঁচটি দুর্ভোগ কুঁকিপূর্ণ জেলায় (সাতক্ষীরা, বাগেরহাট, পিরোজপুর, গাইবান্ধা ও জামালপুর) বাস্তবায়িত হবে।

দুর্ভোগ প্রস্তুতি ও ব্যবস্থাপনা কাজে নিবেদিত সংস্থা 'বাংলাদেশ ডিজাস্টার প্রিপেয়ার্ডনেস সেন্টার' এই প্রকল্পটির বাস্তবায়নের লক্ষ্যে ৬ সেপ্টেম্বর ঢাকার মহাখালীতে, দুর্ভোগ ব্যবস্থাপনা অধিদপ্তরের কনফারেন্স রুমে আঞ্চলিক ও জাতীয় পর্যায়ের এনজিও প্রতিনিধিদের উপস্থিতিতে প্রকল্প-পরিচিতি অনুষ্ঠানের আয়োজন করে।

অনুষ্ঠানে বক্তব্য রাখেন অধিদপ্তরের পরিচালক হিদয়তুল আলী আহমেদ, ইআরএফ-ইউএনডিপি'র প্রকল্প ব্যবস্থাপক, দিওয়ান গিরি এবং বিভিন্ন পিপি'র পরিচালক মোহাম্মদ সাইদুর রহমান। - প্রেস বিজ্ঞপ্তি

Figure 13: The daily Ittefaq, 06 September 2013, Page 05