



**Project Document  
Bangladesh**

**Project Title:** Disaster Response and Recovery Facility  
**Project Number:** 00112092 **Award ID:** 00113842  
**Implementing Partner:** United Nations Development Programme (UNDP)  
**Start Date:** 1<sup>st</sup> Oct 2018 **End Date:** 31 Dec' 2022 **PAC Meeting date:** 4<sup>th</sup> June' 2018

Empowered lives.  
Resilient nations.

**Brief Description**

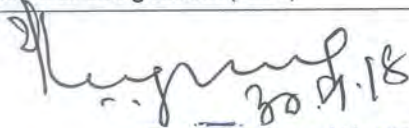

Bangladesh has made considerable progress in managing disaster risks over last 10 years. However, large and recurrent nature of hazards poses a very different set of risks to an economy with both impressive economic growth and significant progress in human development. In line with the Sendai Framework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

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

Building on successes of Early Recovery Facility project, the facility will continue to focus on rapid- scaling up and effective management of transitions towards development. To achieve, it will continue to be built on pre-approved funding mechanisms, flexible operational procedures and active pool of implementing partners and professional human resources. For ensuring timely support to the government in need, the project will follow Direct Implementation Modality (DIM) of UNDP.

UNDAF Outcome(s):	UNDAF Outcome 3: Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups
Expected CP Outcome(s):	Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups
Expected Output(s):	National capacity of the disaster management system strengthened to reduce unacceptable risks and improve response and recovery activities by adopting a comprehensive risk management culture

<b>Total resources required:</b>	\$ 51,150,000.00	
<b>Total resources allocated:</b>	<b>UNDP FUND:</b>	\$ 1,150,000.00
	Disaster Window (earmarked): \$ 50,000,000.00	

Agreed by Government of the People's Republic of Bangladesh (ERD)	Agreed by Implementing Agency (UNDP)
 Print Name: <b>Dr. Kazi Anwarul Hoque</b> Additional Secretary Economic Relations Division Ministry of Finance Gov. of the People's Republic of Bangladesh	 Print Name: <b>SUDIPTO MUKERJEE</b>
Date: 30.9.18	Date: 30/09/18

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# Contents

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I	DEVELOPMENT CHALLENGES	5
II	PROGRAMME STRATEGY	8
III	RESULTS AND PARTNERSHIPS	11
IV	PROJECT MANAGEMENT	21
V	RESULTS AND RESOURCES FRAMEWORK	24
VI	MONITORING AND EVALUATION	28
VII	MULTI-YEAR WORK PLAN	31
VIII	GOVERNANCE AND MANAGEMENT ARRANGEMENTS	35
IX	LEGAL CONTEXT & RISK MANAGEMENT	40
X	ANNEXURE	41
XI	REFERENCES	42

## FIGURES

1	MECHANISM OF SUPPORTING RAPID SCALE-UP OF DRRF CAPACITY	21
2	DRRF PROJECT MANAGEMENT ARRANGEMENTS	35

ANNEX 1 ToRs for PROJECT BOARD AND KEY MANAGEMENT POSITIONS

ANNEX 2 PROJECT QUALITY ASSURANCE REPORT

ANNEX 3 SOCIAL AND ENVIRONMENTAL SCREENING

ANNEX 4 RISK MITIGATION MEASURES

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# Abbreviations

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

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<b>UDMC</b>	Union Disaster Management Committee
<b>UNDP</b>	United Nations Development Programme
<b>UNDP CO</b>	United Nations Development Programme Country Office
<b>UN</b>	United Nations
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UzDMC</b>	Upazila Disaster Management Committee
<b>WB</b>	World Bank

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# I. Development Challenges

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## 1.1. A multi-hazard, evolving risk in Bangladesh's development landscape

Bangladesh faces a multi-hazard, evolving and complex disaster risk landscape posing major challenges for growth and human development. From a **macroeconomic perspective**, these are damaging public and private capital, and resulting in productivity losses, inefficiencies during the reconstruction process and damages to the economy's creditworthiness (IMF 2017). At the **micro level**, with 44 percent of households in disaster-prone areas affected by repeated disasters, the toll of recurring small- and medium-scale disasters is reproducing poverty (BBS 2015); the disasters also reinforce, perpetuate and exacerbate persisting gender inequalities, discrimination and violence that make women and girls disproportionately vulnerable to such shocks.

The risks include: i) high exposure to climatic shocks; ii) increased seismic risk and potential disruption from "new" and "emerging" disasters; iii) chemical and fire hazards; iv) thunder and lightning strikes and; v) the ongoing Rohingya crisis:

- a) **High exposure to climatic shocks:** Due to exposure to cyclonic storms from the Bay of Bengal and flooding from rivers originating in the Himalayas and Myanmar, Bangladesh ranks as the world's tenth most exposed country in terms of natural hazards and the fifth most at-risk country from disasters (World Risk Report 2016). While effective early warning and preparedness, national relief systems and improvements in management of water-borne diseases have helped reduce mortality, climatic shocks have large cumulative impacts on poverty graduation and the national economy.

Recurring disasters undermine household- and community-level livelihoods and development gains; most communities lose crops, land, housing and livelihood assets (BBS 2015). With land at a premium due to population pressure, displaced families often resettle in high-risk areas such as far-flung islands, flood plains or urban areas unsuited for human settlement. This disproportionately exposes them to greater disaster risk even within their disaster-vulnerable communities.

Between 2000 and 2013, economic loss due to natural hazards totaled USD 10 billion, and estimated annual financial impact of cyclone and floods is 2.2 percent of Gross Domestic Product (GDP) (Ozaki 2016); the losses cut across households, the rural economy and the industry. During 2004 floods, the Ready-Made Garments (RMGs) sector faced USD 3 million in loss per day (Price Waterhouse Coopers 2013).

- b) **Increased seismic risk and potential disruption from "new" and "emerging" disasters:** Recent research 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). Rapid urbanization in Bangladesh has been risk-blind; an earthquake of 7.0 on the Richter scale is also likely to seriously affect 376,000 structures in Dhaka, Chittagong and Sylhet and produce 96 tonnes of debris (MoDMR 2009).

At the macro level, where the RMG industry accounts for 28 percent of national GDP, Bangladesh's economic growth is vulnerable to any protracted disruption to export value chains. Following a major earthquake, in the worst-case scenario, urban industrial production facilities and

road networks risk remaining damaged or blocked by debris for longer periods unless managed effectively. The resulting disruption to the export value chains and subsequent buyer flight would have a significant impact on long-term economic outlook.

- c) **Chemical and fire hazards:** Weakly enforced regulations for construction, industries and fire safety are simultaneously increasing the country's vulnerability to industrial disasters such as fires and building collapse. These include non-compliance with Bangladesh National Building Code, Master Plan for Fire Service and Civil Defense, Fire Protection Act 2003, Detailed Area Plan and Dhaka City Corporation ordinance. Examples include the 2010 Nimtoli fire, 2013 Rana Plaza tragedy, 2014 Sundarbans oil spill (UNDP 2014) and 2017 Chittagong Hill Tracts (CHT) landslides (UNDP forthcoming).
- d) **Thunderstorms and lightning strikes:** Thunderstorms are an emerging risk that is resulting in severe weather phenomena and damage through downburst winds, large hailstones, and flash flooding caused by heavy precipitation. In March and April 2018, 70 people died in lightning strikes across the country. Current studies on lightning as a disaster risk in Bangladesh are inadequate.
- e) **Ongoing Rohingya crisis:** Since 25 August 2017, extreme violence in Rakhine State, Myanmar, has driven an estimated 702,160 Rohingya refugees (ISCG situation Report/7 June 2018) across the border into Cox's Bazar, Bangladesh. The speed and scale of the influx was nonetheless a challenge, and the humanitarian community stepped up its support to help mitigate a critical humanitarian emergency.

Host communities already faced pre-crisis economic, social and environmental challenges, most of which are now exacerbated by the influx. Failure to address these will reduce humanitarian space and may escalate conflict driven by a perception of marginalization by host communities. The district is already highly vulnerable to shocks during annual cyclone and monsoon seasons; this has been made worse by extensive deforestation, hill cutting and solid waste generation, creating substantial landslide and flash flood risks. Rapid, risk-blind construction of Rohingya camps and settlements have led also to a massive increase in the number of people exposed to disaster risks, which will lead to increased strain on disaster management structures and responder government agencies such as the health sector. (UNDP 2017 Host Community Impact Assessment and Environmental Assessment Study). These risks fall outside the usual parameters of Bangladesh's disaster risk reduction, disaster management and response systems, and are likely to result in major response, recovery, and build back better support needs.

## 1.2 Need for massive preparedness for response and recovery to sustain Bangladesh's economic growth

Traditional economics sector such as agriculture will continue to require recovery support after large scale and recurrent disasters. Considering the highlighted risks, in line with the Sendai Framework and GoB's National Plan for Disaster Management (2016-2020), there are **four major areas** for Bangladesh to improve its national capacity to support resilient recovery:

**Building capacity of urban actors to plan for, finance and implement recovery:** With new and dynamic risks emerging from rapid and unplanned urbanization, the Urban Development Directorate (UDD) is promoting risk-integrated land-use planning and updating the existing policy for planned urbanization. For greater preparedness for urban disasters, there is need for a clearly defined pre-established coordination mechanism, an incident command system and for activating urban Disaster Management Committees (DMCs). Also, urban volunteers can be developed for effectively dealing

with risk assessment and risk reduction and crisis response, with an institutional mechanism to manage and keep the volunteers motivated and engaged.

**Risk-informed investment in recovery:** In Bangladesh, private sector contribution to economic development is 78 percent; small and medium enterprises (SMEs) are particularly vulnerable and widely exposed to natural hazards (ADB, 2017). A recent ADB study on Bangladesh found that despite incurring USD 10 billion in economic disaster loss, the funding gap for relief, rehabilitation and reconstruction was approx. USD 8 billion (Ozaki 2016). Out of the USD 2 billion available, only 33 percent was earmarked for recovery and rehabilitation projects. However, it was also found that the required funds for mid- and long-term rebuilding constituted 80-85 percent of the financing need (Ozaki 2016). There is greater need for risk-informed private sector engagement to risk-proof economic and physical investments and for business continuity.

**Strengthening disaster risk financing:** Integrating disaster risk financing strategies into overall disaster risk management and public finance management is critical for minimizing financial and economic impacts for households, private sector, and the government.

In Bangladesh, the Finance Division under the Ministry of Finance (MoF) allocates modest domestic disaster-related funding through channels including: (i) Disaster Risk Reduction Fund (ii) Emergency Fund Disaster Management (iii) Fund for Unforeseen Incidents and (iv) Palli Karma- Sahayak Foundation (Ozaki 2016) when a domestic funding gap rises, foreign financing mechanisms are initiated. In 2013, Bangladesh Bank pioneered the “Bangladesh Bank Disaster Management and Corporate Social Responsibility Fund” for post-disaster response, disaster risk management and capacity building. However, recent research indicates 78 percent of banks do not have disaster recovery plans in place with no systems for identifying disaster incidence or for recording relevant data on disaster risks and losses and even physical and infrastructure losses (BIBM 2017).

National capacity should be enhanced on recovery monitoring so prevent people falling back to poverty with timely investment. Inadequate recovery leads increases poverty (BBS’ 2015). Poor coordination structure, new nature of recovery need, large scale preparedness, use of build back better principles as in the National Disaster Management Policy. Recovery planning is currently done by ministries using various (non-harmonized) approaches and methods, which require particular attention for cost efficient, quick and timely recovery.

Bangladesh remains untested by a major natural disaster; this raises the need for better ex ante and ex post financial measures for quick and resilient recovery following an unfamiliar, sudden-onset disaster such as a massive earthquake.

### **1.3 Setting up a Disaster Response and Recovery Facility**

Building on the success and lessons of UNDP's Early Recovery Facility (ERF), UNDP now proposes a new project, Disaster Response and Recovery Facility (DRRF). It will serve affected communities, businesses and augment government capacity when large-scale recovery support is required following natural and man-made disasters and emergencies. DRRF will function to respond rapidly and flexibly; however, it will work under the broad strategic direction of the UNDP Bangladesh Country Office.

Based on lessons learned from ERF, UNDP proposes the following core foundation of DRRF:

**Traditional to economy-wide approach.** DRRF will shift focus of recovery preparedness from small and medium-sized to large-scale disasters in line with evolving economic and urban context;

**Targeted resource mobilization.** USD 50 million will be mobilized after disasters;

**Expansion of project partners.** UNDP's regular allocated fund to maintain the core project structure will provide support to MoDMR, other line ministries and private sector on recovery preparedness;

**Implementation entities.** The DRRF funding window focuses on reduction of quick return to development (after a disaster) at scale – thus will expanding its NGO roster, include UN agencies and private sectors. Funding to the government line ministries can be considered when it is approved by the Board following ERD/country's law.

The DRRF will **focus on crisis prevention and recovery (CPR)** in line with the clear mandate UNDP received in 1997 from the UN General Assembly to operate in 'special development situations'.

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

UNDP's early recovery engagement is complemented by its close collaboration with the members of Inter-Agency Standing Committee (IASC). In Bangladesh too, the DRRF will work closely with IASC members including other UN agencies and NGOs in support of the government. The DRRF will execute in close coordination with MoDMR and its agency the Department of Disaster Management, one of the major stakeholders of capacity building interventions under DRRF.

## II. PROGRAMME STRATEGY PRINCIPLES

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### 2.1 UNDP Support for Recovery in Bangladesh

UNDP's mandate to conduct operational activities in disaster mitigation, prevention and preparedness was laid out by the United Nations General Assembly in 1997 and an additional mandate to ensure inter-agency recovery preparedness was added by the United Nations Emergency Relief Coordinator in 2006. Within the scope of these mandates, UNDP has provided long-standing, sound leadership in disaster and emergency recovery and in assessment, planning, programming, coordination and capacity building. It champions the need to credibly address Early Recovery in humanitarian contexts and chairs the Cluster Working Group on Early Recovery. Globally, UNDP plays a strategic role in efforts to integrate development principles into recovery processes by: i) building communities back better; ii) reducing poverty and vulnerability; iii) protecting and quickly restoring development gains and; iv) reducing future risk by adopting strategies that transform risk into resilience.

UNDP Bangladesh is a long-standing partner of GoB for disaster risk management. The flagship Comprehensive Disaster Management Programme (CDMP I and II, 2004-2015) is widely acknowledged as a significant contributor to changing Bangladesh's disaster management paradigm from relief to risk reduction.

Concurrently with CDMP, UNDP has also run a series of successive facilities serving as mechanisms for funding and implementing disaster and emergency relief and recovery interventions. Each iteration

of these facilities – the Disaster Relief and Response Facility (DRRF 2004-2007), the Disaster Response Facility (DRF 2008-2010), and the Early Recovery Facility (2011-2017) – has adjusted to changes in the development and humanitarian landscape to best provide support to affected people and to the GoB. Through these facilities, UNDP has supported the development of the current humanitarian coordination architecture of Bangladesh and chaired the country's standing Early Recovery Cluster and co-chaired its Shelter Cluster. With the support of development partners, the successive facilities have enabled UNDP to implement relief and early recovery programmes exceeding USD 75 million.

Based on this expertise and experience, UNDP proposes to continue its support to GoB to manage and recover from the development impacts of emergencies and disaster, and enable the recovery of the most-vulnerable affected people.

## 2.2 Approach – Disaster Response & Recovery Facility

As highlighted earlier, UNDP proposes Disaster Response & Recovery Facility (DRRF) lasting from 2018-2022. It will continue in the same Execution Modality as the first phase, namely the Direct Implementation Modality (DIM). This modality offers key advantages, namely:

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

## 2.3 Guiding Principles

The Facility will be guided, in its planning, implementation and reporting, by the following principles:

- Adhere to the core principles of **humanitarianism, impartiality, and neutrality** – and 'build back better' principle as in the Sendai Framework of Action and National Plan for Disaster Management 2016-2020
- Donors – Value for money, timely response, coordination with other actors – and accurate accountability and reporting to donors and the project board.

- Acknowledge national ownership of recovery processes and ensure that it is a demand-driven and country-led process, with the fullest **possible leadership and engagement of national and local authorities** in assessment, recovery planning and implementation.
- With an environmental sustainability perspective, **integrate sustainable practices into interventions** to address environmental degradation and reduce physical and socioeconomic vulnerability.
- With a gender perspective, **focus on the most vulnerable sections**, including female-headed households, children, orphans, the landless, people with special needs, the youth and the aged.

## 2.4 Lessons Learned (of ERF 2011-2017)

DRRF will draw on lessons learnt from UNDP's engagement in the past 10 years of disaster management and recovery:

- A **common understanding of the early recovery concept** (and recovery in general) must be nourished among development partners, UN agencies and with the Government;
- Clusters with dedicated human resources are more active than those without, including on contingency planning, advocacy and the lessons learning which is especially requested by development partners (DDM 2015);
- Mobilizing funding for recovery requires **developing partnerships** before a disaster strikes;
- The national disaster management system has greater preparedness for managing flood and cyclone risks and disasters than for earthquakes, landslide and less frequent climatic hazards (DDM 2015).
- The **restructured humanitarian coordination system in Bangladesh remains untested by a major natural disaster**. As shown by the ongoing Rohingya crisis, alternatives to the existing humanitarian coordination system may be endorsed by GoB for expediting response. It raises concern on what system would be used to manage an unfamiliar, sudden-onset disaster such as a massive earthquake.
- There is **need to implement gender-responsiveness strategies and plans** for climate-change adaptation and disaster risk management in Bangladesh.
- There is **need for more robust monitoring and evaluation processes** to build and share evidence on what does or does not work for replication, gender analysis, and value-for-money analysis and for forming clear policy recommendations.

### III. Results and Partnerships

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The Disaster Response and Recovery Facility Project is designed to enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.

#### 3.1 Theory of Change

The theory of change for the project is that, given that

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

if UNDP invests in

- Providing timely, high-quality support to Government in assessing and managing the effects and impact of disasters and emergencies when necessary;
- Strategic, evidence-based advocacy and capacity building contributing to increased understanding of the disaster-recovery-development nexus and need for pro-poor recovery funding among government, development partners, and humanitarian actors;
- Developing ex-ante and ex-post partnerships with UN agencies, NGOs, and relevant private sectors (on the basis of prior consultation with MoDMR) that can support quick, predictable resource mobilization and implementation of interventions; and
- Maintaining readiness to quickly implement disaster and emergency response and recovery support in areas where UNDP can add value, targeting most-vulnerable affected people, communities, business and national economy;

then

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

leading to

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

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

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

### 3.2 Results

Applying the lessons learnt and guiding principles to the theory of change, the DRRF will be delivered through the following three outputs and respective activities:

<b>Result 1: UNDP has an effective Disaster Response and Recovery Facility in support of the Government of Bangladesh.</b>	
<b>Output</b>	<b>Activity</b>
Output 1.1: UNDP has technical and operational capability to manage the Disaster Response and Recovery Facility.	a) <b>Recruiting</b> of Staff b) <b>Setting up</b> of Surge capacity c) <b>Developing</b> advocacy strategy d) <b>Planning</b> trainings and workshops e) <b>Conducting</b> periodic evaluation/s f) <b>Conducting</b> a multi-stakeholder post-disaster needs assessment g) <b>Supporting</b> GoB to develop Recovery Strategy and Plan



	<b>h) Assisting</b> GoB to coordinate recovery interventions by national and international humanitarian and development agencies
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**Result 2: National capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters.**

<b>Output</b>	<b>Activity</b>
<p><b>Output 2.1:</b> MoDMR and selected sectoral ministries have capacity to carry out post-disaster recovery needs assessment, formulate strategy and plans; and mobilize resources.</p>	<p><b>a) Training</b> disaster management officials, CSOs, NGOs, UN agencies on: i) Post Disaster Needs Assessment (PDNA) ii) sectoral PDNA guidelines iii) recovery information management system and iv) upgradation of recovery planning and implementation mechanism of selected ministries to incorporate of BBB principles</p> <p><b>b) Developing</b> Master Plan for Fire Service &amp; Civil Defense as well search and rescue volunteers</p> <p><b>c) Building</b> capacity of DRROs and PIOs on disaster response, early recovery, recovery and coordination</p> <p><b>d) Supporting</b> Govt to prepare Action Plan to reduce the risk of lightening/thunder storm</p> <p><b>e) Developing</b> software to enhance the coordination and management of DRROs and PIOs from the central level of national volunteer organizations on disaster response, early recovery, recovery and coordination</p> <p><b>f) Training and equipping</b> volunteers for disaster response, early recovery and recovery interventions</p>
<p><b>Output 2.2:</b> UNDP's capacity is enhanced to support coordination and foster partnership in (early) recovery and shelter sector</p>	<p><b>a) Developing</b> roster for Consultants and NGOs</p> <p><b>b) Setting up</b> of Surge Capacity</p> <p><b>c) Developing</b> communication plan/strategy</p> <p><b>d) Preparing</b> assessment tools &amp; techniques</p> <p><b>e) Planning</b> trainings and workshops</p> <p><b>f) Introducing</b> simplified procurement process for speedy delivery</p>

For **Result 3**, a window of USD 50 million has been created as UNDP can quickly mobilize considerable volume of resources (support to national-level disasters in response to GoB appeal / request or extend complementary support). Additionally, Multi-Donor Trust Fund (MDTF) can be considered for meeting early recovery needs.

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

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

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

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

### 3.3 Partnerships

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

- **Ministry of Disaster Management and Relief (MoDMR):** As the GoB body mandated to work disaster risk reduction and emergency response, MoDMR is considered DRRF’s **Senior Beneficiary**. MoDMR coordinates activities related to disaster management and relief; as per draft National Plan for Disaster Management 2016-2020, it is also implementing the Sendai Framework for Disaster Risk Reduction in Bangladesh. Finally, MoDMR is responsible for humanitarian relief operations, both for traditional hydro meteorological disaster and for new emergencies such as the Rohingya crisis. For humanitarian relief, MoDMR efforts are often complemented by UN response.

In the Sendai area of enhancing disaster preparedness for effective response and to build back better, MoDMR’s focus for 2016-2020 is on developing capacity to respond to new and emerging hazards; it is receiving support from World Bank, JICA, and the UN National Resilience Programme (NRP). The *NRP* is also complementing the work through a long-term capacity development programme on loss and damage reporting, PDNA and recovery planning. In line with priorities, DRRF will augment MoDMR’s technical and operational capacity to assess, manage and recover from the development impacts of disaster.

- **Department of Disaster Management (DDM):** As MoDMR’s implementing arm, DDM distributes emergency relief, implements social safety net programmes, and constructs small bridges/culverts



and disaster shelters. DDM maintains dedicated thematic cells at the central level in Dhaka; at the field level, it maintains a network of Project Implementing Officers (PIO) and District Relief & Rehabilitation Officers (DRRO).

In previous project, ERF provided extensive capacity development support to DDM following its establishment in 2010. **From 2018 onwards, NRP will continue to provide training support and long-term capacity development to the DDM; while DRRF will provide support as requested for the management and recovery for specific disasters.** The Facility will also continue working closely with PIOs and RROs for implementing interventions on the ground, drawing on local knowledge to identify and target the most vulnerable affected households and communities (see Management section for more details).

- **Office of Refugee Relief and Repatriation Commissioner (RRRC):** An office under MoDMR, RRRC in Cox's Bazar is the long-established GoB body for handling Rohingya refugees in Bangladesh. It has been working closely with **MoDMR, the Bangladesh Army** and the office of the **Office of the Deputy Commissioner, Cox's Bazar district** to manage the sudden increase in influx since 25<sup>th</sup> August 2017; the UN system, NGOs and INGOs are providing additional support to the GoB in response to the humanitarian crisis.

UNDP was recently approved to join the UN response to the crisis, and DRRF will serve as one of its main vehicles for delivering support. UNDP and the Facility recognise the mandates and expertise of the agencies already involved in the humanitarian response, and does not seek to compete with or replace any of these.

- As disaster and emergency impacts can affect several sectors, the Facility will also **support other GoB Ministries and agencies if requested.** This can include technical support to the Ministry of Environment and Forests (MoEF) in assessing and managing environmental disasters, technical and operational support to restoration of local government functions following high-impact disasters, and technical and operational support to PDNA and national recovery planning in the event of a major disaster or emergency with nation-wide impact.
- **National Resilience Programme – Department of Disaster Management subproject (NRP-DDM):** One of UNDP Bangladesh's key projects on disaster risk management, NRP is a joint UN programme. NRP has a project component on enhance Govt capacity for resilient recovery. NRP will utilize DRRF's project expertise as it has long standing experience on programme and policy support to MoDMR and other key ministries.
- **Humanitarian Coordination Task Team (HCTT):** HCTT is a coordinating body in the Bangladesh humanitarian coordination architecture for natural disaster and, under the guidance of the LCG-DER, is jointly chaired by Secretary, DMRD/MoDMR and the UNRC. Its key functions include providing advice to the LCG-DER and acting as a coordination platform for the humanitarian clusters.
- **Early Recovery Cluster:** It is one of six standing clusters in the Bangladesh humanitarian coordination architecture for natural disaster, the Cluster covers issues related to livelihoods; governance; security and rule of law; and crosscutting issues such as environment. It is mandated to improve preparedness and coordination of early recovery interventions, and sensitizes and contextualizes early recovery concept in Bangladesh with broader stakeholders. UNDP chairs the Cluster with DDM as co-chair.

Although a vital platform for coordinating recovery interventions and developing capacity among participating NGOs and agencies on recovery, the Cluster does not actively sensitize broader stakeholders. DRRF will enhance this function through greater communication with external actors to amplify advocacy efforts.

- **Early Recovery Network:** It is a network of six humanitarian coordination clusters, to be managed by the UN RC/HC; the network is currently defunct. DRRF will explore with the RCO if the network should be reactivated and if so, how it can be used to amplify advocacy for investment in recovery.
- **Shelter Cluster:** It is one of six standing clusters in the Bangladesh humanitarian coordination architecture for natural disaster; its mandate includes: i) providing non-food items and emergency shelter; ii) supporting permanent shelter for disaster-affected people iii) promoting cross-agency standards and resilient housing designs and iv) identifying solutions for displaced populations. It is co-chaired by IFRC and UNDP, with IFRC in charge of emergency shelter and UNDP in charge of long-term housing recovery.

The Shelter Cluster has been successful in developing and promoting coherent design standards, providing emergency shelter support, and in providing small-scale permanent housing. Limited funding and political complexity on land issues constrains scaling-up permanent housing and displacement solutions. DRRF will enhance these functions through greater communication with external actors and by conducting studies on disaster displacement and populations settled in chronically exposed areas to amplify advocacy efforts.

- **Senior Executive Group:** It is led by the UN Resident Coordinator's Office (UN RCO) and comprises of the Heads of UN Agencies and key actors involved in responding to the Rohingya crisis. UNDP Bangladesh's Country Director is a member of this body.
- **Inter-Sectoral Coordination Group (ISCG):** It is the coordinating body for Rohingya crisis response in Cox's Bazar. The Group is coordinated by a secretariat led by a Senior Humanitarian Coordinator and comprises of ten sectors, some with sub-sectors. UNDP is serving a role as technical advisor on disaster issues to the ISCG and its Emergency Preparedness Task Force.
- **Private sectors and Ministry of Finance, Ministry of Planning and other relevant Ministries-** for National Scale Recovery effort. The importance of private sector involvement in disaster risk reduction (DRR) has been recognized for several years at the national level in consultation with UN-OCHA. The primary incentives for the private sector in disaster management participation are ensuring business continuity during and after disasters and preparing for a wide range of disruptions before disasters happen. In addition, the private sector can contribute further through the development of their core business models and by exploring business opportunities. Multiple ways of private sector engagement are identified from consultations: Direct assistance to the communities through active engagement in disaster response and early recovery, Disaster preparedness for own business, for this, UNDP will work with Ministry of Finance to develop financial tools and instruments, therefore partnership with Ministry of Planning to accredit those instruments/tools for further mainstreaming in likewise initiatives. Moreover, developing innovative products based on business, technology, and expertise while UNDP will bring global knowledge and expertise through south south partnership to promote new technology/innovations. Finally awareness creation at different level on the co-benefits of private sector engagement towards disaster recovery and resilience.



### 3.4 Risks

To achieve the intended change through the results and partnerships outlined above, the project must manage key risks:

Risk	Type	Mitigation measures
High expectations from stakeholders to support immediate response which goes beyond the scope of the project	Strategic	<ul style="list-style-type: none"> <li>At the local to national level, hold dialogues with local government and administration, community-based organizations, and communicate clearly to beneficiaries, communities, cluster members, national authority about the objectives and activities of the intervention.</li> </ul>
Maintenance of impartiality in selecting targeted areas and beneficiaries	Strategic	<ul style="list-style-type: none"> <li>Raise awareness on UN values and ensure early recovery to recovery principles in the project interventions</li> </ul>
A mega disaster strikes in Bangladesh and financial needs in recovery response exceeds the funding window which is \$50 million	Operational	<ul style="list-style-type: none"> <li>Quick revision of the project document with ERD.</li> </ul>

Additionally, lessons learnt UNDP Country Office's realignment in 2015 show that if DRRF is not sensitive to UNDP change processes, the Facility's efficiency and sustainability of internal recovery action preparedness capacity risks being undermined. With further changes within UNDP likely and UN reform underway, the DRRF project manager must engage actively with Country Office processes to a) provide feedback to UNDP management on the impact of change processes on preparedness capacity and b) initiate mitigating measures such as new training or revision of SOPs.

To prevent delays in implementation of activities due to changes in the security environment, the project will have an updated Business Continuity Plan (BCP). Well in advance of planned political processes or events, the project will assess likely impacts and develop detailed plans for activities and procurement to mitigate impacts.

### 3.5 Stakeholder Engagement

For response and recovery interventions, DRRF will target: i) individuals and households and ii) communities, iii) private sectors especially SMEs iv) local government institutions in consultation with the government. In the event of a major disaster with severe regional or national impact, the criteria mentioned may be revised:

11

- i) **Individuals and households:** DRRF will target the most vulnerable<sup>1</sup> women, men, girls and boys affected by disasters and emergencies. Considering that women and girls are disproportionately affected by disasters, DRRF will carefully consider gendered vulnerability as part of all targeting criteria.

DRRF will engage beneficiaries in response and recovery interventions to facilitate their participation, dignity and empowerment. An owner-driven approach will be adopted for housing interventions. Due consideration will be given to promote women's empowerment through transfer of house ownership to women or livelihoods interventions that benefit them. The women's double time burden and other likely barriers will be considered and mitigated as far as possible.

Care will be taken to mitigate tension between beneficiaries and non-beneficiaries by using a local Technical Advisory Group (see Management section) to verify beneficiary selection. For the Rohingya crisis, UNDP will take an area-based approach focusing on strengthening governance and service delivery, risk reduction and environmental management, social cohesion, and inclusive recovery and development. This will include activities targeting the Rohingya, the host communities, or both at the same time.

- ii) **Communities:** DRRF will target vulnerable communities affected by disasters and emergencies as per criteria<sup>2</sup>. It will engage with the community in response and recovery interventions in ways that facilitate community-driven, dignified, and equitable interventions. A local Technical Advisory Group (TAG, see Management section) will be used to consult with local government, community-based organizations and other stakeholders on planning and implementation. Recognizing that the community is not monolith and that inequitable power relations exist within these, DRRF will screen plans to see if additional consultations with women and girls, minorities or other groups are necessary to fully understand potential impacts.

### 3.6 Value Addition with existing project (Early Recovery Facility) to newly proposed Disaster Response and Recovery Facility Project

DRRF will support self-recovery where it has been initiated. All interventions will be screened using UNDP social and environmental screening tools to prevent possible adverse impacts. DRRF will ensure that all relevant information about interventions and beneficiary/public response mechanisms are publicly posted in the community, with contact information to reach the Facility and UNDP.

For supporting GoB in assessing and managing recovery efforts, DRRF will target the following groups:

- i) **GoB ministries, agencies, and offices with a mandate to manage disaster risk and respond to humanitarian needs in disasters and emergencies.** This includes (but is not limited to) the MoDMR, DDM, RRRC, and Office of the Deputy Commissioner.

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<sup>1</sup> The project defines 'most-vulnerable affected people' as those who a) belong to a household which has suffered a major material or well-being impact due to the disaster or emergency; b) are living in poverty or extreme poverty; c) are affected by additional marginalization due to female head of household, disability of family members, or belonging to an ethnic, religious, or other minority.

<sup>2</sup> Those that : i) suffered a major impact to its functioning due to hazard, disaster or other emergency (such as significant loss of lives, loss of vital community infrastructure, disruption to important value chains, environmental damage or pollution, etc);ii) characterized by high levels of poverty and/or poor development indicators, or is at risk of significant economic and development set-back due to the disaster or emergency; iii) in areas of high exposure to hazards or emergency drivers or underserved by development or disaster risk investment iv)disproportionately large no. of inhabitants rendered more vulnerable because of intersectional identities of sex, caste, ethnicity, age, disability etc.

- ii) **GoB ministries, agencies, and offices impacted by disasters and emergencies on the basis of consultation with MoDMR.**
- iii) **Apex GoB Ministries or special bodies in the event of major disasters with a national impact.** DRRF can provide support in processes related to PDNA, urban disasters including chemical hazards, Fire etc, recovery planning and coordination.

To strengthen investment in resilient recovery, DRRF will build strategic partnerships with the following stakeholders:

- i) **Established development partners such as DFID, ECHO, SIDA, DFAT.** While these partners have been vital in supporting and funding disaster response and recovery in Bangladesh through humanitarian support, the partners' capacity to allocate resources is highly contingent on their national priorities. DRRF will target such partners for advocacy and for sharing knowledge on disaster management.
- ii) **Private sector.** DRRF will partner with the private sector to strengthen investment in disaster recovery within the project period. The Facility will build on existing UNDP private sector efforts to develop ex-ante and ex-post partnerships with companies and other actors in this sector that can mobilize predictable, quick support to the most vulnerable affected people and communities when disaster strikes.
- iii) **Wider UN system in Bangladesh including humanitarian response agencies.** Early recovery and recovery are a cross-cutting issue that begins in a humanitarian setting, is guided by development principles and builds on humanitarian programmes to catalyse sustainable development opportunities. This requires greater cooperation between development and humanitarian actors and should be incorporated more strongly in efforts across all thematic areas.

### **3.7 South-South and Triangular Cooperation (SSC/TrC)**

Due to the flexibility of its pre-approved funding window, ERF enabled Bangladesh's participation in several quick-launch TrC and regional projects, including the Community Based Disaster Risk Management project with China, Nepal and the UK as well as in the regional Tsunami drill project. The Facility has also received South-South disaster relief funding from the Government of China. The Disaster Response & Recovery Facility will continue to offer the same channel for South-South and Triangular cooperation and work actively to mobilize resources for strengthened recovery investment through SSC and TrCs.

### **3.8 Linkage with SDGs, Sendai Framework and other DRR initiatives**

DRRF objectives and initiatives are closely linked to the Sustainable Development Goals (SDG) 1, 3, 11, 13.

SDG 1 – no poverty – is relevant to this initiative because recurrent and mega disaster particularly affect underprivileged people who live in flimsy structures such as those living in slums and straw/mud houses in villages which are more vulnerable to collapsing, and in such a situation if the primary earning member of a poor family dies/is handicapped, it can make the entire family slide into extreme poverty. Therefore, trained and skilled manpower in Government system, civil society and volunteers can save lives of vulnerable people, and hence increase their resilience to disaster. Resilience to

disasters is also a critical element of sustainable cities and communities (SDG 11) and the search and DRRF will increase likelihood of people's recovery in post-disaster situations, and thus not increase their resilience but will also contribute to their health and wellbeing (SDG 3). The initiative is also related to SDG 13 – climate action – as the intervention will be undertaken in consideration of Build Back Better (BBB) which will reduce the vulnerability from the climate induced higher frequency of disaster.

This DRRF initiative will large focus on key priority of Sendai framework of DRR including Understanding disaster risk, strengthening disaster risk governance to manage disaster risk, investing in disaster risk reduction for resilience and enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction.

This initiative will also compliment National Resilience Programme (NRP) of UNDP where NRP will create platform for risk inform investment and DRRF will cover post disaster initiatives.

### 3.9 Knowledge

The Facility should have strong information and knowledge management practices to maximize national benefit from UNDP global expertise and enable informed, rapid decision-making in the event of disaster or emergency.

The following knowledge products will likely be produced by the Facility:

- **Reports** from development impact and recovery needs assessments;
- **Key studies** related to pro-poor disaster recovery. Indicative topics include: vulnerability and size of the population living outside coastal embankments, disaster-induced displacement, and the development partners' allocation to resilient recovery interventions in the past decade. All studies will be informed by gender analysis;
- **Policy briefs** based on recovery interventions implemented by the Facility

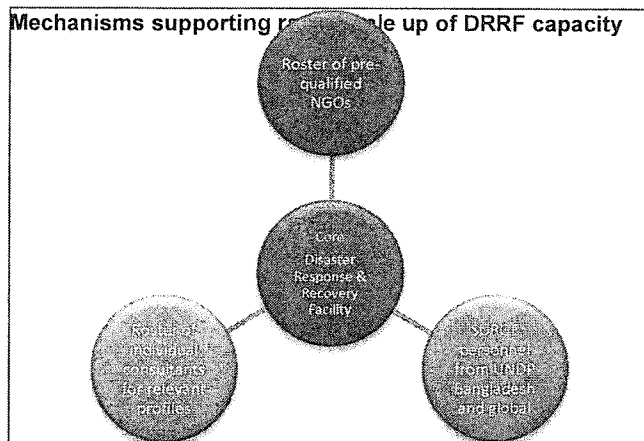
These knowledge products will be shared with GoB, development partners and the disaster management community; key findings on a community or area will be shared locally and hard copies will be made available to local administration and other key local stakeholder groups. Essential platforms for dissemination should include dedicated meetings with stakeholders, LCG-DER, knowledge fairs and events organized by MoDMR and DDM, and annual conventions of the Resilience Dialogue Network planned under the National Resilience Programme, and regional events. The Facility should also explore with UNDP regional hub and CRU how it can share its findings in international forums. The findings can also be shared through online platforms and academia including relevant national and international university programmes on disaster management and recovery.





### 3.10 Sustainability and Scale-up

DRRF will develop a national assessment framework to determine its exit strategy or its continuation in the last year before the project duration expires. Meanwhile, DRRF will invest significantly towards national capacity building in early recovery planning and programming so that GoB can internalize the gains. The aim is to support the Government to efficiently manage and mainstream early recovery intervention and coordination in the national disaster management processes.



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

## IV. Project Management

### 4.1 Project Management

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

The following issues have been considered when designing the second phase of the Disaster Response & Recovery Facility:

- The Facility will pursue a strategy involving many operational partners and sub-contractors, and requires dedicated human resource for project management and finance and administrative tasks;
- To conduct its work effectively and efficiently, the Facility requires human resources with specialized knowledge in recovery. Experience indicates that a lack of such knowledge hampers resource mobilization and the strategic quality of interventions;
- Shelter is a signature product of UNDP Bangladesh in disaster response and recovery, and UNDP is recognized as an innovative actor in designing cost-effective housing solutions. The Facility requires human resources with housing-related knowledge to maintain this position, ensure the quality of partner NGO's work on shelter interventions and support the Shelter Cluster;
- Depending on disaster and emergency incidence in any given year, the Facility may be supporting response and recovery to several different disasters and emergencies, often in diverse locations and targeting many individual beneficiaries. For example, the Facility has

prepared or implemented interventions related to the monsoon floods, Chittagong Hill Tracts landslides, and cyclone Mora, as well as facilitated three in-depth assessments of the Rohingya crisis at the same time. The Facility must have the necessary standing human resources to collect and analyze the large volume of information and monitoring data resulting from diverse impact sites, work streams and implementation sites from day one of a disaster;

- Experience from the ERF indicates that while it is possible to fund core DRRF personnel from funds mobilized through the Disaster Window throughout the project period, related uncertainty of employment can lead to staff turnover resulting in reduced efficiency of the Facility; and
- For the Facility to plan, pursue strategic advocacy and partnership goals, and strengthen UNDP disaster and emergency preparedness, a predictable albeit modest budget for operations, communications, and capacity building should be guaranteed each year.

To maintain a predictable, core DRRF with the required capacity to respond, advise and advocate, UNDP will budget to cover the costs of the core Facility from its internal resources. However, some of the operational costs may be recovered from funds mobilized through the Disaster Window and the UNDP funds reprogrammed according to needs. The core DRRF will be co-located with the UNDP Country Office, and will provide office space for the Project Manager and DRRF team. The project will have the use of the vehicle used by previous iterations of Facility, as well as furniture and equipment acquired then.

The tried and tested ERF disaster response model uses partner NGOs for implementing interventions at field level; individual UNDP specialists are occasionally placed with the partner NGO to provide technical guidance and support. The Facility has also cooperated with other UNDP projects to access to temporary office space, vehicles and operational support. The Facility will continue using such arrangements for its disaster response in the period 2018-2022. Therefore, a need is not foreseen for dedicated DRRF field offices as part of its response to small and medium natural disasters. Should a natural disaster occur of such magnitude or character as to render the established model non-viable, or significant, long-term UNDP field presence necessary, UNDP Senior Management will assess the need for establishing any field office.

#### **4.2 Cost Efficiency and Effectiveness**

The DRRF's ability to rapidly scale up capacity when required relies on efficient operational support from the UNDP CO. To facilitate rapid action in the event of disasters and emergencies, it is proposed that the UNDP CO designates Procurement and HR focal points and back-up focal points for the Disaster Response & Recovery Facility.

The amount of operational support necessary will depend on the volume of resources mobilized through the Disaster Window, particularly response and recovery interventions. To recover the financial and human resource costs to UNDP CO associated with additional partnership agreements, resource mobilization and operations support, the UNDP CO will recover costs as per UNDP policy.

The *Disaster Response & Recovery Facility* has been designed to complement the nationally owned, capacity development-focused National Resilience Programme. The nationally implemented (NIM modality) NRP-DDM will be guided by its DDM-appointed Project Director to advocate for recovery within the GoB system and build sustainable capacities in MoDMR, DDM and key line Ministries.

Meanwhile, the Disaster Response & Recovery Facility will use the flexibility of direct implementation to provide rapid support to GoB when disasters and emergencies happen; it will also tap into UNDP's unique position to advocate for recovery investment to development partners, the UN system and private sector. Through their separate modalities, the two can fully capitalize available avenues for promoting pro-poor resilient recovery to stakeholders and provide recovery support to most-vulnerable affected people.

A major focus for the core *Disaster Response & Recovery Facility* will be to advocate and share lessons learnt on recovery and its value with the disaster management community, Government of Bangladesh, and development partners. To maximize programmatic synergies and increase efficiency, the *Disaster Response & Recovery Facility* will use advocacy opportunities created by the *National Resilience Programme* as part of its activities promoting the implementation of the Sendai Framework for Disaster Risk Reduction. To achieve this:

- DRRF will get space in the programme of the National Resilience Programme's annual Sendai Dialogue Network conventions for knowledge sharing seminars on recovery;
- DRRF staff will participate in the National Resilience Programme's annual seminars for the Parliamentary Standing Committee on Disaster Management;
- DRRF specialists will be consulted and ERF lessons learnt will feed into the long-term capacity development activities of the National Resilience Programme;

DRRF can both benefit from and aid other UNDP projects. Through projects such as the National Urban Poverty Reduction Programme (NUPRP), the Chittagong Hill Tracts Inclusive and Sustainable Development (CHT-SID), UNDP's Global Environment Facility-funded projects and the Local Government Initiatives for Climate Change Adaptation (LoGIC) UNDP maintains a local presence in many urban and rural disaster and climate vulnerable districts. In the past, DRRF has both could draw on these projects for support in scaling up capacity when necessary (e.g. impact assessment of the 2017 Chittagong Hill Tracts landslides) and has provided recovery support to disaster-affected beneficiaries of the project (e.g. the 2017 Korail slum fire).

In the new phase of the Facility, engaging with other projects in a more structured and consistent manner will be key to achieving institutionalized UNDP disaster and emergency preparedness. This should include a) development of project staff for SURGE functions; b) support to projects to review their business continuity plans for disaster and emergency events; and c) development of procedures for rapidly collecting disaster impact information during and after disaster and emergencies.

## V. Results and Resources Framework

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b></p> <p>Outcome 3 Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p> <p>OUTPUT 3.1.: Government institutions have improved capacities, and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies</p> <p>Indicator 3.1.3. Number of women and men with increased resilience at the household and community level. Disaggregation: by sex. Baseline 2016: 1.5m, Target 2020: 2.5m; Baseline 2016: women: 500,000, men: 1,000,000, total: 1.5 million; Target 2020: women: 1.25 million, men: 1.25 million, total 2.5 million; Source: annual questionnaire-based surveys and UNDP MIS</p> <p>Indicator 3.1.4. Number of most vulnerable households in coastal districts that are provided with disaster resilient homes and adaptive livelihoods, Baseline 2016:1,500, Target 2020: 20,000; Disaggregation: female-headed households; Source: UNDP MIS</p>
<p><b>Applicable Key Result Area (from 2017-20 Strategic Plan):</b> Disaster prevention and risk reduction</p> <p><b>Project title and ID (Award Number - 00061275 ):</b>UNDP Disaster Response and Recovery Facility, 2018-2022</p>

Intended Outputs	Proposed Activities	Indicators	Responsible Party
<p><b>Result 1: UNDP has an effective Disaster Response and Recovery Facility in support of the Government of Bangladesh.</b></p> <p><b>Output 1:</b> UNDP has technical and operational capability to manage the Disaster Response and Recovery Facility.</p>	Recruitment of Staff	<ul style="list-style-type: none"> <li>Staff Recruited, as per ToRs</li> <li>Orientation programme completed by staff</li> </ul>	UNDP
	Setting up of Surge capacity	<ul style="list-style-type: none"> <li>Contingency plan prepared</li> <li>Training organized for SURGE</li> </ul>	UNDP
	Develop advocacy strategy and support GoB to develop Recovery Strategy and Plan	<ul style="list-style-type: none"> <li>Number of advocacy workshop/training</li> <li>Number of Recovery Strategy &amp; Plan</li> </ul>	UNDP & GoB

	<p>Capacity Building Trainings and workshops</p> <p>Conduct periodic evaluation/s Conduct a multi-stakeholder post-disaster needs assessment</p> <p>Support GoB to develop Recovery Strategy and Plan Assist GoB to coordinate recovery interventions by national and international humanitarian and development agencies vide appropriate recovery assistance to the affected people</p>	<ul style="list-style-type: none"> <li>• Number of training organized</li> <li>• Number of DDM/MoDMR officials trained and equipped in disaster response, early recovery, recovery &amp; coordination tools</li> <li>• Number of periodic evaluations conducted</li> <li>• Post Disaster Needs Assessment Conducted</li> <li>• Coordination between local level and central level is established through regular exchange of feedback and decision</li> </ul>	UNDP & GoB
<p><b>Result-2: National capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters</b></p> <p><b>Output 2.1</b> MoDMR and other sectoral ministries have capacity at all levels for carrying out post disaster needs assessment, formulation of recovery strategy and plans, and mobilize resources</p> <p><b>Output 2.2 UNDP's</b> capacity is enhanced to support coordination and foster partnership in (early) recovery and shelter sector</p>	<p>Training to the disaster management officials, CSOs, NGOs, UN agencies on Post Disaster Needs Assessment, sectoral PDNA guideline, recovery MI system</p> <p>Develop of Master Plan for Fire Service &amp; Civil Defence</p> <p>Roster for Consultants and NGOs</p> <p>Setting up of Surge Capacity</p> <p>Introduce simplification process of procurement to ensure speedy delivery</p>	<ul style="list-style-type: none"> <li>• Training programme held for staffs and members of the DDM officials, CSOs, NGOs and other UN agencies</li> <li>• Master Plan for Fire Service &amp; Civil Defense prepared</li> <li>• Un pre-qualified NGOs are mobilized for relief operations</li> <li>• Number of surge personnel are in place</li> <li>• Operational guideline for the procurement simplification process</li> </ul>	UNDP & GoB  UNDP & GoB  UNDP  UNDP
<p><b>Result 3: Disaster affected people, community and businesses are supported; and environmental ecosystem restored, to achieve a resilient recovery for continuation of sustainable development goals (SDGs).</b></p> <p><b>Output 3.1:</b> Disaster affected households, communities, businesses are supported with timely recovery assistance</p>	<p>Provide appropriate recovery assistance to the affected people.</p> <p>Assessment of impacts of disaster on environmental ecosystems and contentment of chemical spillage/contamination</p>	<ul style="list-style-type: none"> <li>• Number of disaster affected people served as recovery assistance</li> <li>• Number of assessment done on environmental ecosystems and</li> </ul>	UNDP & GoB  UNDP & GoB

<p><b>Output 3.2</b> The sectoral ministries, local government institutions (LGIs), civil society, businesses and NGOs have capacity to coordinate recovery effort, continue development services and maintain social cohesion</p>	<p>Address social risks through strengthened inclusion and participatory processes</p>	<p>contentment of chemical spillage/contamination</p>	<ul style="list-style-type: none"> <li>• Number of Training/Workshop/Learning on Social Cohesion</li> </ul>	<p>UNDP &amp; GoB</p>
	<p>Provide technical and logistic support to LGIs/Local Government</p>	<ul style="list-style-type: none"> <li>• Number of Training/Workshop/Learning for LGIs/Local Government</li> </ul>	<p>UNDP &amp; GoB</p>	
	<p>Business continuity plan preparation for private sectors including SMEs</p>	<ul style="list-style-type: none"> <li>• Business contingency plan in place</li> <li>• Number of innovative solutions provided</li> </ul>	<p>UNDP &amp; GoB</p>	
	<p>Creation of emergency employment and strengthen local governance process</p>	<ul style="list-style-type: none"> <li>• Number of disaster affected people received emergency employment support</li> </ul>	<p>UNDP &amp; GoB</p>	
	<p><b>Result 4: Effective project management, monitoring, evaluation and quality assurance services</b></p>			
<p><b>Output 4.1 Monitoring and Evaluation</b></p>	<p>Engaged IC (National ) for Monitoring visits to the project for quality assurance</p>	<ul style="list-style-type: none"> <li>• Staff recruited</li> </ul>	<p>UNDP</p>	
	<p>Conduct Monitoring visits by project staffs and management staffs</p>	<ul style="list-style-type: none"> <li>• Monitoring mechanism is in place</li> </ul>	<p>UNDP</p>	
	<p>Conduct an end of Programme Impact Evaluation and Carry out a Mid-Term Review of the Programme</p>	<ul style="list-style-type: none"> <li>• Hired Individual Consultant (IC) - International</li> </ul>	<p>UNDP</p>	
	<p>Project Manager (National)</p>	<ul style="list-style-type: none"> <li>• Hired Service Contract-Individual</li> </ul>	<p>UNDP</p>	
	<p>Capacity Building Specialist (National)</p>	<ul style="list-style-type: none"> <li>• Recruited Service Contract-Individual</li> </ul>	<p>UNDP</p>	
<p><b>Output 4.2 Project management and quality assurance services</b></p>	<p>Shelter Specialist (National) Specialist (National)</p>	<ul style="list-style-type: none"> <li>• Recruited Service Contract-Individual</li> </ul>	<p>UNDP</p>	
	<p>Admin &amp; Finance Officer (National)</p>	<ul style="list-style-type: none"> <li>• Recruited Service Contract-Individual</li> </ul>	<p>UNDP</p>	
	<p>Driver cum Messenger</p>	<ul style="list-style-type: none"> <li>• Recruited Service Contract-Individual</li> </ul>	<p>UNDP</p>	

UNDP Programme quality assurance, coordination and management	Project Quality management in place	UNDP
Annual Audit	• Annual Audit conducted	UNDP
Common Service Premises	• Common Service Premises	UNDP
Supplies	• Supplies	UNDP
Common services -Communication	• Common services - Communication	UNDP
Common Security	• Common Security	UNDP
Vehicle Hiring for field visit	• Vehicle hiring	UNDP
Office equipment	• Office equipment in place	UNDP
Fuel and oil	• Vehicle fuel and rep.	UNDP
Repair and maintenance	• Repair and maintenance	UNDP
<b>Grand Total</b>		

## VI Monitoring Framework and Evaluation

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	Implementing partner NGOs	
<b>Monitor and Manage Risk</b>	Identify specific risks including risks that women and other marginalized people face that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		None
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Semi-annually	Relevant lessons are captured by the project team and used to inform management decisions.	Implementing partner NGOs	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		None
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting	Annually, and at the end of the project (final report)	The project progress will be shared in the annual board meeting of DRRF. In		



	of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.		addition annual report will be disseminated with the concern ministry including MoDMR and Ministry of Finance; i.e UN wing of ERD (concerned desk)		
<b>Project Review (Project Board)</b>	The Project Advisory Board will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Advisory Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	N/A	Core government functions and inclusive basic services restored post-crisis for stabilisation, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities	Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.	31.08.20	UNDP, Ministry of Disaster Management and Relief, Department of Disaster Management, Economic Relations Division, private sector partners, additional development partners.	USD 25,000 UNDP
Final evaluation	N/A	Core government functions and inclusive basic services restored post-crisis for stabilisation, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities	Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.	30.11.22	UNDP, Ministry of Disaster Management and Relief, Department of Disaster Management, Economic Relations Division, private sector partners, additional development partners.	USD 25,000 UNDP

## VII. Multi-Year Work Plan

Components or major interim Results of the project ; To be shown as Activities in Atlas	Activity Results are the Outputs of the Project and Actions are the activities for achieving each output- not to be included in Atlas	Responsible Party	Fund code	Donor	Budget Code	Budget Description	Year 2018	Year- 2019	Year- 2020	Year- 2021	Year- 2022	Total in USD	
<b>Result 1: UNDP has an effective Disaster Response and Recovery Facility in support of the Government of Bangladesh.</b>													
<b>Output 1.1</b> UNDP has technical and operational capability to manage the Disaster Response and Recovery Facility.	Recruitment of Staff	UNDP	04000	00012	71400	Service Individual	3000	3000	2000			8000	
	Setting up of Surge capacity	UNDP	04000	00012	75700	Training/Workshop/L earning		5000		5000		10000	
	Develop advocacy strategy and support GoB to develop Recovery Strategy and Plan	UNDP	04000	00012	75700	Training/Workshop/L earning	5000	5000		5000		15000	
	Capacity Building Trainings and workshops	UNDP	04000	00012	75700	Training/Workshop/L earning	2000	3000				5000	
	Conduct periodic evaluation/s multi-stakeholder disaster assessment	UNDP	04000	00012	75700	Training/Workshop/L earning	5000		5000			10000	
	Support GoB to develop Recovery Strategy and Plan												
	Assist GoB to coordinate recovery interventions by national and international humanitarian and development agencies												
	vide appropriate recovery assistance to the affected people												
			UNDP	04000	00012	75700	Training/Workshop/L earning		8000	7000	5000		20000

Result-2: National capacity is further enhanced for resilient recovery to protect development gains from recurrent and extensive disasters										
Output 2.1 MoDMR and other sectoral ministries have capacity at all levels for carrying out post disaster needs assessment, formulation of recovery strategy and plans, and mobilize resources	UNDP	04000	00012	75700	Training/Workshop/L earning	5,000	5,000	5,000	5,000	15,000
	UNDP	04000	00012	71300	Individual Consultant (IC) - Local	23,000				23,000
	UNDP	04000	00012	72100	Contractual Services/RPA					
Output 2.2 UNDP's capacity is enhanced to support coordination and foster partnership in (early) recovery and shelter sector	UNDP	04000	00012	75700	Training/Workshop/L earning					
	UNDP	04000	00012	72200	Equipment and Furniture					
Result 3: Disaster affected people, community and businesses are supported; and environmental ecosystem restored, to achieve a resilient recovery for continuation of sustainable development goals (SDGs).										
Output 3.1: Disaster affected households,	UNDP	04000	00012	75700	Training/Workshop/L earning	2,000				2,000
	UNDP	04000	00012	75700	Equipment and Furniture					

communities, businesses are supported with timely recovery assistance	Assessment of impacts of disaster on environmental ecosystems and contentment of chemical spillage/contamination	UNDP	04000	00012	72100	Contractual Services/RPA							
	Address social risks through strengthened inclusion and participatory processes	UNDP	04000	00012	75700	Training/Workshop/L earning							
	Provide technical and logistic support to LGIs/Local	UNDP	04000	00012	75700	Training/Workshop/L earning	5,000	5,000				10,000	
	Business continuity plan preparation for private sectors including SMIEs	UNDP	04000	00012	72100	Contractual Services- Companies/RPA							
Creation of emergency employment and strengthen local governance process													
<b>Result 4: Effective project management, monitoring, evaluation and quality assurance services</b>													
Output 4.1 Monitoring and Evaluation	Engaged IC ( National ) for Monitoring visits to the project for quality assurance	UNDP	04000	00012	71300	IC Consultant (National)	3,000	10,000	10,000	2000			25,000
	Conduct Monitoring visits by project staffs and management staffs	UNDP	04000	00012	71600	Travel/Mission	3,000	7,000	7,000	5000	2,000		24,000
	Conduct an end of Programme Impact Evaluation and Carry out a Mid-Term Review of the Programme	UNDP	04000	00012	71200	Individual Consultant (IC) - International	-	-	10000		15000		25000

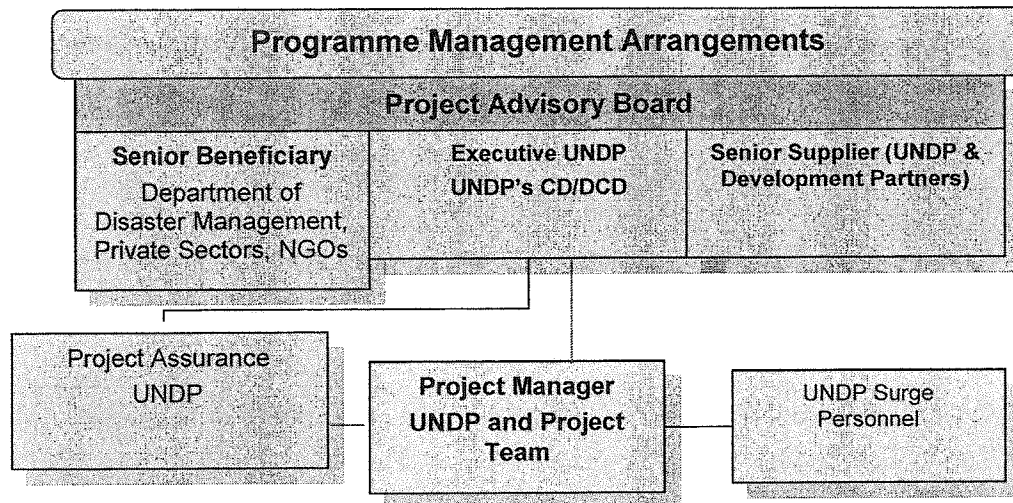
Output Project management and quality assurance services	4.2	Project (National)	Manager	UNDP	04000	00012	71300	Individual Consultant (IC) -National		12,000	13,000				25,000	
		Capacity Specialist (National)	Building Specialist (National)	UNDP	04000	00012	71300	Individual Consultant (IC) - National		18000	18000	18000			18000	72,000
		Shelter Specialist (National)		UNDP	04000	00012	71400	Service Contract- Individual	0	50000	50000	50000			50000	200,000
		Admin & Finance Officer (National)		UNDP	04000	00012	71400	Service Contract- Individual	17000	33000	33000	33000			33000	149,000
		Driver cum Messenger		UNDP	04000	00012	71400	Service Contract- Individual	17000	33000	33000	33000			33000	149,000
		UNDP Programme quality coordination and management		UNDP	04000	00012	71400	Project Quality Assurance	9000	18000	18000	18000			18000	81000
		Annual Audit		UNDP	04000	00012	71300	Audit	5000	9000	9000	9000			9000	41000
		Common Premises	Service	UNDP	04000	00012	73100	Common Premises		15000	15000	12000			8000	50000
		Common services - Communication		UNDP	04000	00012	724000	Common services - Communication	-	8000	8000	8000			8000	32000
		Supplies		UNDP	04000	00012	72500	Supplies	3000	7000	7000	5000			2000	22000
		Office equipment		UNDP	04000	00012	72200	Office equipment	3000	6000	6000	3000				12000
		Vehicle hiring for field visit		UNDP	04000	00012	74300	Vehicle hiring	4000	4000	4000	5000			5000	24000
		Fuel and oil		UNDP	04000	00012	72311	Fuel and oil	2000	6000	6000	6000			3000	23000
		Repair and maintenance		UNDP	04000	00012	73400	Repair and mnt	2,000	3000	3000	3000			3000	14000
		<b>Grand Total</b>								<b>85,000</b>	<b>312,000</b>	<b>286,000</b>	<b>244,000</b>	<b>223,000</b>	<b>1,150,000</b>	

## VIII. Governance and Management Arrangements

### Management Arrangements

The DRRF project will follow and guided by Direct Implementation Modality (DIM) according to UNDP's rule and procedures. This initiative will be administered by UNDP Bangladesh under the direct leadership of Country Director and Deputy Country Director. The project's technical implementation will be led by a Project Manager, supported by a project team consisting of national experts and staffs.

UNDP will also engage with other UN agencies if/where relevant. At the very onset of the project initiation, UNDP will form a Project Board consisting of Government agencies and development partners, private sectors, NGOs and Civil Society representatives to ensure continued support and active cooperation towards shared objectives.



### Project Advisory Board

To provide strategic and operational guidance to the Disaster Response & Recovery Facility, a Project Advisory Board will be constituted. The Project Advisory Board will meet regularly to review the priorities, resource mobilization, and functioning of the Facility.

In light of the changing disaster risk management landscape of Bangladesh, the Project Advisory Board will be reconstituted with the following initial composition:

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

The Committee will meet at least once in every three months. It will be a high-level policy formation body that will:

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

Advice about new membership, i.e. IMED and private sectors in the committee (The Project Advisory board will take necessary selection regarding membership of private sectors, IMEDs and relevant ministries).

Beyond this core, the Project Advisory Board composition will be flexible and will, with the addition of GoB or funding partners in the project, expand to include:

- i. Representatives of any additional GoB Ministries in whose sectors Disaster Response & Recovery Facility undertakes any substantial amount of work<sup>3</sup>

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

**Technical Advisory Groups at Field Level (where necessary at the time of recovery programme)**

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

TAG at the Upazila level

Upazila Nirbahi Officer	Chair
Upazila Engineer	Member
Upazila Agricultural Officer	Member
Upazila Fisheries Officer	Member
Upazila Women Affairs Officer	Member
Upazila Rural Development Officer	Member
Concerned NGO Representative	Member(s)
UNDP Representative	Member
Upazila Project Implementation Officer (PIO)	Member-Secretary

**Project Management Unit/ Project Implementation Committee**

The Project Management Unit (PMU) will support the implementation of the project’s day-to-day activities, under the management of the project manager and guidance of the Project Advisory Board. The PMU will

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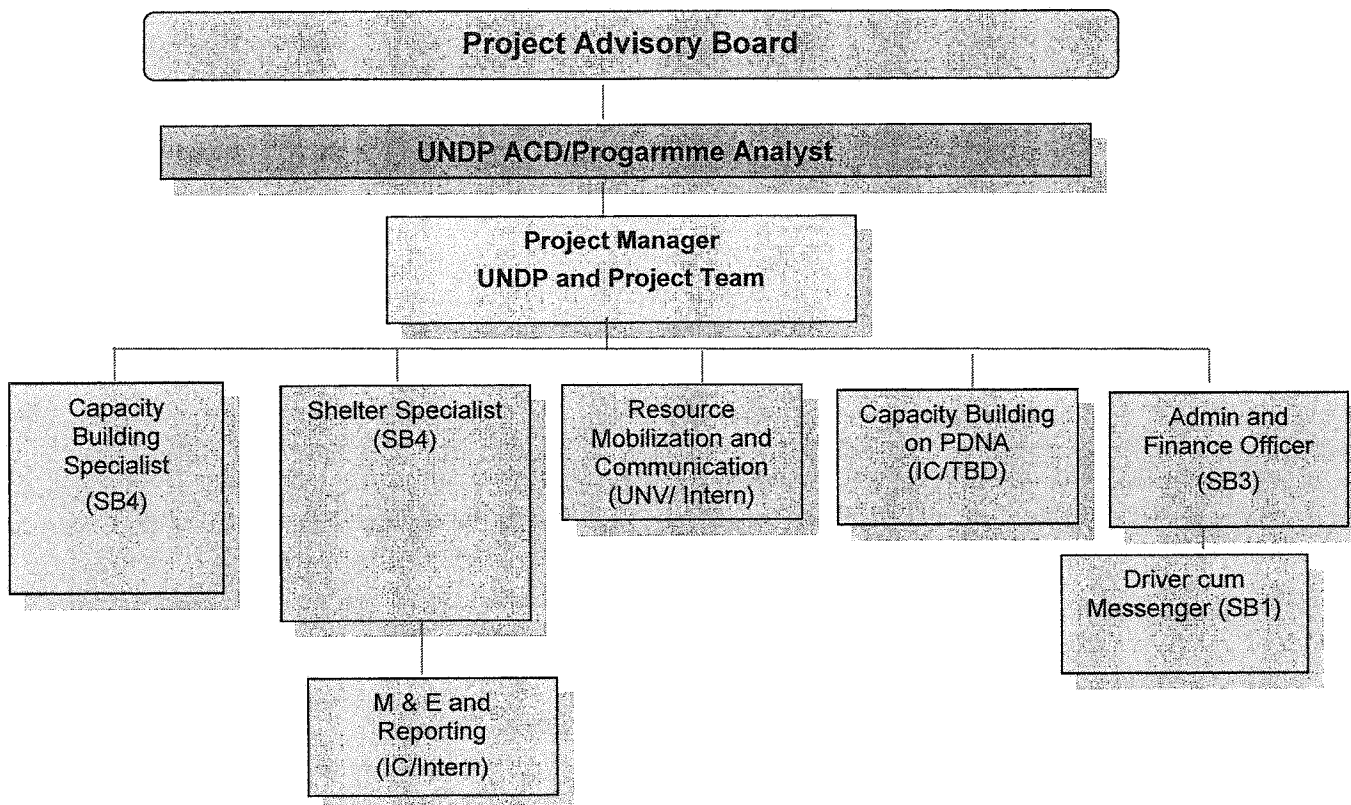
<sup>3</sup> E.g. the Ministry of Environment and Forests in the case of any substantial environmental emergency interventions.



have 5 posts (including programme finance and driver) to be filled throughout 4.5 years of the project. At the time of disasters when quick scale up is required, UNDP will deploy international surge personnel from UNDP's Crisis Response Unit and local SURGE personnel. It may also include new staffs depends on the size of response and availability of fund. However, project will adopt a flexible and adaptable approach to augment the capacity of the team to address the demand of the affected population. The project will also receive advice and support from the Programme Analyst (R & IG Cluster) of UNDP'BD office.

**Project Manager**

The Project Manager would advise procurement plans, financial management and preparation of project progress reports and advise the day-to-day operational management of the project. S/he will facilitate budgeting and expenditure tracking, regularly review financial reports and records and monitor status of obligations. S/he will supervise recruitment of UNDP staff, payroll and performance evaluation, manage the procurement process and oversee management of project assets, facilities and logistical services.



**UNDP SURGE personnel**

1. When there is a surge in needs during and after crisis or disaster, the DRRF will be able to draw on UNDP global and Country Office SURGE personnel to rapidly scale up its capacity. The SURGE mechanism is designed to deploy experienced in-house capacity, i.e. UNDP staff, in order to provide support to COs responding to the immediate programmatic and operational requirements generated by a crisis or disaster, such as needs assessment, programming, procurement, and recruitment.
2. In Bangladesh, the first phase of the DRRF established an in-house roster of UNDP personnel from which SURGE personnel can be activated to support pre-determined technical and operational tasks

related to early recovery. The objective of activating the SURGE team is to fully utilize the capacity of the Country Office to support early recovery interventions.

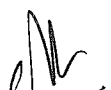
3. In the event of disaster, an assessment of the situation and scale of its development impact will inform Senior Management as to whether a SURGE team should be activated to scale up DRRF capacity or provide critical support to the government. Upon decision by Senior Management, an internal SURGE team consisting of staff from this roster is activated and SURGE team members are assigned their pre-determined functions. Senior Management will periodically assess whether to continue SURGE activities, and the SURGE team remains active until de-activated by Senior Management decision. Upon deactivation, the DRRF team will continue to implement the early recovery activities, if necessary with enhanced staffing from temporary specialists (see Roster of Technical Specialists, below).
4. When the internal SURGE capacity is not adequate to support the necessary interventions, the Country Office can request required temporary support from the Regional Bureau for Asia Pacific and the Bureau for Crisis Prevention and Recovery. BCPR also maintains an ExpRes mechanism for deploying experts under consultancy contract.
5. In the DRRF, the internal Country Office SURGE roster will be replenished and basic and refresher training will be provided to selected personnel. To enhance the effectiveness of the SURGE mechanism, the DRRF will update existing ERF plans and develop new UNDP contingency plans for different types of disaster and crisis, review the procedures for SURGE activation with Senior Management, and periodically assess the SURGE capacity of the office in light of turn-over and/or office realignment. Inventories of operational equipment and supplies will be updated.

#### **NGO Selection Modality**

6. The NGO Assessment roster will allow DRRF to react more quickly after a disaster situation and to select the best suited NGO for the intervention. The NGOs will be assessed according to their capacity to intervene.
7. The Information Management Officer will be responsible for managing the roster and for accessing information to the Roster. He/she will liaise with NGOs and partners and clusters, and will periodically review and update the roster.
8. A Capacity Assessment Team (CAT) will conduct comparative analysis of the pre-qualified NGOs on the basis of geographical presence, subject specific expertise and organizational capacity. The CAT will choose the most appropriate modality of engaging NGOs (programmatic track or procurement track). The CAT will consist of representatives of Head of Partnerships cluster or delegate; Head of Procurement or delegate; Programme Analyst, R & IP Cluster; and the DRRF Project Manager.

#### **Roster of Operational and Technical Consultants**

9. While implementation of disaster response and recovery interventions will be handled by capable partner NGOs selected from UNDP's pre-vetted rosters, UNDP may, at times, need to provide additional technical support and oversight at field level. This can include (but are not limited to) field engineers in the case of shelter or other structural interventions. There may also be cases where the DRRF needs to scale up its capacity for monitoring, documentation and communication of interventions, but where the scope of the disaster does not justify SURGE and mobilized resources do not justify an expansion of the DRRF team.



10. To enable simplified procurement of additional human resource, the DRRF will establish a roster of technical specialists who can be mobilized to expand DRRF capacity as necessary. This roster will include profiles such as:

- Finance and Administration officers
- Monitoring and Evaluation officers
- Field coordination officer
- Project coordination officer
- Livelihoods officer
- Field engineers
- Environmental safeguards officer
- Communications specialists
- Photographers
- Translators
- Trainers

#### **Project Assurance**

The technical oversight and assurance functions of the project will be provided by the Inclusive and Resilient Growth (IRG) cluster of the UNDP Country Office. The cluster will undertake regular Project Quality Assurance (PQA) assessment and identify management actions to address areas for improvement. The IRG cluster will coordinate with the Governance and Partnerships clusters in providing feedback and inputs as appropriate and necessary to the Country Director of UNDP as well as the Project Advisory Board. The IRG cluster will, together with the Partnerships cluster, liaise and coordinate with all development partners and other contributing partners (i.e. private sector partners) providing funding to the DRRF to facilitate timely submission of quality reports to the partners as per agreement.

## IX. Legal Context and Risk Management

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### LEGAL CONTEXT STANDARD CLAUSES

11. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

### RISK MANAGEMENT STANDARD CLAUSES

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

# Annexure

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1. TORs of Project Advisory Board and key management positions
2. Project Quality Assurance Report
3. Social and Environmental Screening Template
4. Risk Mitigation Measures

## XI. References

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- UNDP (2017 forthcoming b) *Key Findings on Early Recovery Risk Assessment – Jointly conducted by UNDP / UN Women*.
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## **X. ANNEXES**

- 5. Project Advisory Board Terms of Reference and TORs of key management positions**
- 6. Project Quality Assurance Report**
- 7. Social and Environmental Screening Template**
- 8. Risk and Mitigation Measures**

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## 1. TERMS OF REFERENCE

### Project Advisory Board

To provide strategic and operational guidance to the Disaster Response and Recovery Facility, a Project Advisory Board will be constituted. The Project Advisory Board will meet regularly to review the priorities, resource mobilization, and functioning of the Facility.

In light of the changing disaster risk management landscape of Bangladesh, the Project Advisory Board will be reconstituted with the following initial composition:

1. Chair: Country Director, UNDP (or designate)
2. Co-Chair: Representative, Ministry of Disaster Management and Relief
3. Representative, Economic Relations Division
4. Representative, Department of Disaster Management
5. Representative, UN Resident Coordinator's office
6. Independent Technical Expert/NGO/Private Sector and Civil Society Representative,
7. Member Secretary: Assistant Country Director, UNDP Inclusive and Resilience Growth cluster

Beyond this core, the Project Advisory Board composition will be flexible and will with the addition of GoB or funding partners in the project expand to include:

8. Representatives of any additional GoB Ministries in whose sectors Disaster Response and Recovery Facility undertakes any substantial amount of work
9. One development partner representative (*upon allocation of development partner funds*)
10. One private sector partner representative (*upon formalization of private sector partnership*)

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





## TORs OF KEY MANAGEMENT POSITIONS



### UNITED NATIONS DEVELOPMENT PROGRAMME DISASTER RESPONSE AND RECOVERY FACILITY PROJECT MANAGER: JOB DESCRIPTION

#### I. Position Information

Job Code Title:	Project Manager
Duty Station:	Dhaka
Contract Modality:	Service Contract
Pre-classified Grade:	SB-4
Supervisor:	Programme Analyst, UNDP Country Office
Expected Start Date:	October 1 <sup>st</sup> 2018
Duration of Contract:	12 months (with possibility of extension)

#### II. Organizational Context

The Disaster Response and Recovery Facility is UNDP Bangladesh's standing entity for supporting recovery after natural and man-made disasters and emergencies. The Disaster Response and Recovery Facility aims to enhance management of the natural and man-made environment by promoting pro-poor, resilient recovery after disaster and emergencies. The Facility provides support to the Government of Bangladesh to manage the development impacts of disaster and emergency, mobilizes resources and implements innovative recovery interventions, and advocates for partnerships and investment in recovery. The Facility is flexible, with a core team able to quickly expand when disasters and emergencies take place.

#### III. Functions / Key Results Expected

##### Summary of Key Functions:

- Overseeing and managing of the project on day-to-day basis;
- Overseeing monitoring and evaluation activities of the project;
- Managing partnerships, policy, resource mobilization and advocacy efforts, and;
- Facilitating knowledge management and sharing.

Under the overall strategic guidance of the Assistant Country Director, and the day-to-day supervision of the Programme Analyst (Disaster), the Project Manager has the following duties and responsibilities:

##### 1. Overall operational management for successful execution and results achievement:

- Manage the financial and human resources of the Disaster Response and Recovery Facility, in consultation with UNDP Management, for achieving results in line with the outputs and activities outlined in the project document;
- Provide direction and guidance to the Disaster Response and Recovery Facility and other parties responsible for delivery of or contribution to sub-project results;
- Be responsible for project administration and pDRRForm evaluation tasks of Disaster Response and Recovery Facility staff, consultants and contracted companies and NGOs;
- Lead the preparation and implementation of the annual results based work plans and result frameworks as endorsed by management and the Project Advisory Board;

- Monitor (a) financial resources and accounting to ensure accuracy and reliability of financial reports, (b) sub-project risks and update the Project Risks Log, and (c) issues and update the Issues Log;
- Ensure quality of Project Progress Reports, Annual Report and Completion report (progress against planned activities, update on Risks and Issues, expenditures) and ensure that UNDP management, the Project Advisory Board development partners are kept informed about project progress through preparation and submission of necessary reports as required; and

## 2. Policy and Programme Services

- Ensure highest UNDP standards in the provision of technical and advisory inputs, organization of workshops, seminars, training and delivery of outputs(products);
- Lead and manage the analytical and policy development work of the team and ensure high quality policy or knowledge products.
- Promote the substantive quality of all knowledge products, reports and services, and ensures effective integration and compatibility with other practice areas; and
- Liaise and network with GoB officials and development agencies to disseminate Disaster Response and Recovery Facility project evidence, and promote advocacy messages and policy recommendations to build capacity for recovery and strengthen sustainability of project outputs and results.
- Provide intellectual or substantive leadership in the subject area through identification of key policy issues and formulation of best possible and alternative policy and programme options for UNDP country office
- Lead the analytical and policy development work of the team and ensure high quality policy or knowledge products.
- Promote the substantive quality of all advocacy and knowledge products, reports and services, and ensures effective integration and compatibility with other practice areas
- Supervise the project's capacity building efforts aimed at government counterparts, civil society groups, and UNDP Cos
- Contribute to the production reports and publications, and serve as peer reviewer.
- Coordinates with Country Offices regarding requests for advisory and support services and lead the support from the Regional Center as required by the Country Offices
- Ensure programme outputs are aligned procedurally with UNDP positions and practice area development

## IV. Impact of Results

Successful implementation and achievement of Disaster Response and Recovery Facility objectives and outputs through effective implementation of project activities, effective management, strategic planning and partnerships, production of meaningful knowledge management products, high-quality reports and constant monitoring and evaluation. The post increases the visibility of UNDP in the disaster management and resilience discourse in Bangladesh.

## V. Competencies and Critical Success Factors

### Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values
- Exerts strict adherence to corporate rules, regulations and procedures. Familiarity with the internal control framework and results-based management tools is a must
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

- Ensures that programmes and projects are consistent with UN/UNDP values
- Treats peers fairly by maintaining consistent values inspiring trust and confidence through personal credibility
- Accepts responsibility and accountability for the quality of the outcome of his/her decisions

## **Functional Competencies**

### ***Leadership***

- Encourages dialogue and acts in accordance with team inputs
- Anticipates and resolves conflict
- Embraces differing opinions seeing them as opportunities for improvement
- Gives credit to others
- Determines appropriate resources, methods, partners, information and solutions
- Generates individual commitment, excitement and excellence
- Creates opportunities for team to learn and take on new responsibilities
- Actively shares experience and knowledge

### ***Innovation***

- Adapts idea to context
- Anticipates obstacles and applies practical solutions
- Collaborates to improve methods and delivery
- Generates individual commitment, excitement and excellence
- Creates new and relevant ideas and leads others to implement them
- Provides authoritative advice to decision makers
- Critically assess established methods

### ***People Management***

- Raises standards, motivates excellence
- Coaches team members to appropriately share knowledge across teams
- Expands team engagement
- Provides practical development support
- Enables individual growth and responsibility
- Holds staff accountable

### ***Communication***

- Guides substantive specialists
- Persuades others to embrace new ideas, even when controversial
- Empathizes with client perspectives and needs
- Prepares and presents authoritative advice
- Represents team in formal settings

### ***Delivery***

- Critically assesses value and relevance of existing thinking and policy
- Embraces difficult obstacles that interfere with getting work done
- Anticipates constraints and identifies solutions
- Strives to improve team reputation with clients
- Expands capacity of team to deliver on time and on target
- Accountable for project implementation and/or team deliverables
- Makes suggestions for improvement and takes ad hoc actions

## VI. Position Information

Education:	<p>Master's Degree in Disaster Management, Political or Social Sciences, Economics or other discipline relevant to disaster reduction, with degree/diploma/other academic qualification specifically related to disaster risk reduction or disaster management preferred.</p> <p>Additional qualifications related to women empowerment and/or livelihoods will be considered an advantage.</p>
Experience:	<ul style="list-style-type: none"> <li>• Minimum 7 years of experience with at least 3 years of experience or more of increasingly responsible experience in planning and managing role in disaster management and/or post-disaster recovery programmes and projects;</li> <li>• Field experience in disaster management, preparedness and response, and an in-depth knowledge of disaster issues in the country;</li> <li>• Demonstrated experience of capacity building and organizational development, preferably in relation to Government of Bangladesh;</li> <li>• Demonstrated experience of synthesizing inputs from a range of disciplines related to disaster risk reduction and development;</li> <li>• Demonstrated experience of monitoring/supervising projects and staff;</li> <li>• Experience in livelihoods an asset;</li> <li>• Experience in working with UN and Government be considered as an asset.</li> </ul> <p>Minimum of 7 years working experience including several years, preferably in management position/s;</p> <ul style="list-style-type: none"> <li>-Knowledge of Government of Bangladesh structures and protocols;</li> <li>-Knowledge of disaster management processes and issues including knowledge of both international practices and the local context;</li> <li>-Leadership experience in the implementation of large and complex projects in cooperation with multiple donor agencies and other stakeholders including NGOs and political organizations;</li> <li>-Previous international/regional experience in Surge / Early Recovery Networks / IASC cluster approach highly desired;</li> <li>-A sound understanding of personnel management, human rights and gender perspective.</li> </ul> <p>In case of exceptionally qualified candidates, the requirement criteria mentioned above may be relaxed.</p>
Language Requirements:	<p>Fluency in both written and spoken English and Bangla.</p>



**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**CAPACITY BUILDING SPECIALIST:**  
**JOB DESCRIPTION**

**I. Position Information**

Job Code Title	:	<b>Capacity Building Specialist</b>
Duty Station	:	Dhaka
Type of Contract	:	Service Contract
Post Level	:	SB-4
Supervisor	:	Project Manager, Disaster Response and Recovery Facility
Expected Start Date	:	1 <sup>st</sup> October 2018
Duration of Contract	:	One year initially (Renewable; upon satisfactory performance and availability of funds)

**II. Organizational Context**

The Disaster Response and Recovery Facility is UNDP Bangladesh's standing entity for supporting recovery after natural and man-made disasters and emergencies. The Disaster Response and Recovery Facility aims to enhance management of the natural and man-made environment by promoting pro-poor, resilient recovery after disaster and emergencies. The Facility provides support to the Government of Bangladesh to manage the development impacts of disaster and emergency, mobilizes resources and implements innovative recovery interventions, and advocates for partnerships and investment in recovery. The Facility is flexible, with a core team able to quickly expand when disasters and emergencies take place.

UNDP recognizes that there are several agencies, from both the UN system and NGO sector, which have extensive experience and operational capacity in the area of recovery, as well as areas of migration and displacement. DRRF builds on existing capacity and highlights the need for recovery and migration-displacement programmes through policy prescriptions, advocacy and knowledge management. DRRF strives to ensure that assistance is available to those who need it most, that there are no significant gaps in the overall programme for recovery and displacement, and various sectors are adequately represented and harmonized.

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

**III. Functions / Key Results Expected**

The Capacity Building Specialist will undertake a variety of tasks related to the capacity building of different stakeholders involved in disaster management interventions including the Ministry of Disaster Management and Relief (MoDMR), Department of Disaster Management (DDM), Bangladesh Scouts, National and International NGOs. Capacity Building Specialist required frequent travel as required by the project for surveying, training, workshop and other purposes. In this regard the project will provide all support as per rules and regulations of UNDP Bangladesh.

**More specifically the activities of the Specialist – Capacity Building are as follows:**

- Develop and build on best practices to capacity enhancement of key stakeholders;

- Identify capacity gaps of key stakeholders/project participants and take appropriate measures to mitigate/minimize them;
- Significantly support initiatives for resource mobilization;
- Represent DRRF Management at approved events as required. Participate in and lead coordination meetings, consultations, etc.
- Supervise the implementation and ensure adherence to the common and agreed guidelines for the identification of beneficiaries/target groups and rest of the implementation procedures;
- Support management to identify new projects, areas of intervention, innovative approaches as well as flag likely overlaps, duplications, gaps and risk factors. Suggest solutions, where appropriate;
- Provide managerial oversight to smooth implementation of UNDP-assisted interventions in disaster-affected areas;
- Coordinate the tasks and achievements of the UNDP monitoring teams deployed in districts;
- Produce and regularly submit progress reports. Consolidate reports and provide feedback on the findings/recommendations of reports provided by implementing partners and DRRF colleagues;
- Develop/contribute for the development of knowledge products and ensure effective dissemination;
- Identify and support advocacy initiatives;
- Develop a partnership with academic and educational sector with regard to disaster management;
- Develop a South-South knowledge and learning sharing mechanism with regard to disaster management;
- Other duties as required by the DRRF Management or in changing circumstances.

#### **Operational support to Early Recovery Cluster and other relevant stakeholders**

- Coordinating PDNA initiatives with World bank and Government;
- Coordinating Water logging initiatives with analytical support;
- Coordinating Cox's Bazar Host Community Programme being as focal
- Monitoring & Evaluation support to DRRF response initiatives;
- Facilitate data/information depository functions of ER Cluster;
- Provide timely and adequate information to Cluster members, in response to members needs and priorities;
- Initiate capacity development of UNDP staff, DRRF staff, NGO partners and Department Of Disaster Management (DDM) in early recovery approaches and methodologies and resilient recovery;
- Facilitate institutionalization of early recovery into government, non-government & other humanitarian practitioners;
- Assist and contribute in the development and maintenance of the new website for Early Recovery;
- Assist in strengthening relations with Early Recovery clusters/partners and work with them to identify information and support needs;
- Develop and manage social media for the Cluster on Early Recovery;
- Prepare 'information sheets' for ER cluster;
- Liaise with UNDP colleagues as well as partner agencies colleagues working on Information management / Communication to coordinate the development of relevant information and communication tools for early recovery;
- Assist and contribute to communication products related to Early Recovery;
- Assist in identifying and drafting good stories on Early Recovery to be shared with various stakeholders upon demand;
- Assist in the delivery of other duties as it pertains to key functions in the support and delivery of early recovery, as required.

#### **Implementation of Disaster Response and Recovery Facility (DRRF) Communication Strategy**

- Coordinate the implementation of media campaigns and advocacy work;
- Develop and manage a communications strategy for DRRF team;
- Develop and manage relationship with relevant communications focal points in DRRF, UNDP;
- Oversee the development, production and distribution of all communications products of DRRF.

#### **Summary of Key Functions**

- Inception report including a detailed work plan for the assignment;
- Monthly progress report of the Capacity Development related interventions of the project;
- Capacity development related research and study report under the project;
- Develop high quality capacity development tools & mechanism of UNDP's early recovery and emergency programme;

- Provide technical guidance for the implementation of the M&E plan of capacity development interventions of DRRF, through on-site support;
- Periodic reports preparation on progress report/interim and develop different project proposals;
- Facilitate review of progress on a quarterly basis and ensure problem solving through remedial actions;
- Workshop report of capacity building and other relevant interventions

#### IV. Impact of Results

The Capacity Building Specialist will work towards capacity enhancement of DDM, MODMR, Bangladesh Scouts, NGOs on Early Recovery tools and techniques, strengthening Early Recovery Cluster in addition to ensuring a results-based system is in place to tap key results that contribute towards project Outputs.

#### V. Skills and Competencies

##### Corporate Competencies:

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

##### Management and Leadership

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

##### Development and Operational Effectiveness

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

##### Knowledge Management and Learning

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

#### VI. Required Qualifications

Education	<ul style="list-style-type: none"> <li>▪ Master's degree in a development relevant disciplines, social sciences with emphasis on disaster risk management/reduction or associated field</li> </ul>
Experience	<ul style="list-style-type: none"> <li>▪ Minimum of 3 years' experience in capacity building or related activities, preferable with international organizations</li> <li>▪ Experience in the usage of computers and relevant office software packages</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>▪ Ability to think clearly and analytically</li> <li>▪ Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands</li> <li>▪ A sound knowledge of design, drawing and estimating for settlement improvement for poor communities</li> <li>▪ Excellent communication skills (verbal and written) in English and Bangla</li> <li>▪ Ability to use Microsoft Office for reporting, and presentation</li> </ul>

Personal qualities	<ul style="list-style-type: none"> <li>▪ A strong commitment to gender sensitive, inclusive and pro-poor development works</li> <li>▪ Ability to work with multi-disciplinary team</li> <li>▪ Consultative and empowering working style and willingness to learn from others</li> <li>▪ Willingness to travel as required</li> </ul>
Language Requirements	<ul style="list-style-type: none"> <li>▪ Fluency in written and spoken English and Bangla</li> </ul>

<b>VII. Signatures- Post Description Certification</b>		
Incumbent <i>(if applicable)</i>		
Name:	Signature:	Date:
Supervisor		
Name / Title:	Signature:	Date:
Chief Division/Section		
Name / Title	Signature:	Date





**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**SHELTER SPECIALIST**  
**JOB DESCRIPTION**

**I. Position Information**

Job Code Title	:	<b>Shelter Specialist</b>
Duty Station	:	Dhaka
Type of Contract	:	Service Contract
Post Level	:	SB-4
Supervisor	:	Project Manager, Disaster Response and Recovery Facility
Expected Start Date	:	1st October 2018
Duration of Contract (availability of funds)	:	One year initially (Renewable: upon satisfactory performance and availability of funds)

**II. Organizational Context**

The Disaster Response and Recovery Facility is UNDP Bangladesh's standing entity for supporting recovery after natural and man-made disasters and emergencies. The Disaster Response and Recovery Facility aims to enhance management of the natural and man-made environment by promoting pro-poor, resilient recovery after disaster and emergencies. The Facility provides support to the Government of Bangladesh to manage the development impacts of disaster and emergency, mobilizes resources and implements innovative recovery interventions, and advocates for partnerships and investment in recovery. The Facility is flexible, with a core team able to quickly expand when disasters and emergencies take place.

The Shelter Specialist is part of the core Disaster Response and Recovery Facility team and is supervised by the Project Manager. Other members of the core Disaster Response and Recovery Facility team are a Capacity Building Specialist, an Administration and Finance Officer, and a Driver. The core Disaster Response and Recovery Facility team is at the forefront of UNDP Bangladesh's readiness for disaster response and recovery, including managing the rapid scaling up of UNDP capacity in the event of major disaster or emergency. The Shelter Specialist will be responsible for shelter related interventions, provide substantial technical input to the project manager, Project Advisory board, and Shelter Cluster when needed, and contribute to results documentation and knowledge generation. S/he will support the project's activities and coordinate with implementing agencies and field personnel in response and recovery interventions.

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

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### III. Functions/Key Results Expected

#### Description of tasks:

Under the direct supervision of Project Manager, the Shelter Specialist will undertake the following tasks:

#### A) Planning and implementation of recovery projects:

- Participate in needs assessments after events or disasters in the context of UNDP's cluster lead and coordination role for Early Recovery and Shelter clusters,
- Planning and implementation of shelter/infrastructure/technical aspects of recovery projects,
- Cooperation in impact assessments of recovery projects,
- Documentation of best practice in the shelter/infrastructure sector,
- Develop action plans to ensure timely and effective delivery of shelter support and other program components.
- Assigning roles and responsibilities among partners and other stakeholders,
- Assist local administrations and implementing partners to set priorities in the reconstruction and recovery programs, considering available resources and limited timeframes for implementation,
- Assist the local authorities on the technical project elaboration, the supervision of ongoing construction works, and the technical acceptance/handover of realized projects, in order to work with regular legal and professional standards.
- Follow effective monitoring mechanism for shelter related and other support delivery and progress mapping,
- Supervise the implementation and ensure adherence to common guidelines for identification of beneficiaries, the standards for reconstruction, new construction and other program components, as well as for implementation procedures,
- Provide managerial oversight to smooth implementation of UNDP assisted recovery and reconstruction projects in disaster –affected areas, with special focus on shelter related issues,
- Produce and regularly submit progress reports on projects. Consolidate reports and provide feedback on the findings/recommendations of reports provided by implementing partners and other sources.

#### B. Collaboration in Bangladesh Cluster / DER framework:

- Technical support to Shelter Cluster:
  - Provide input to Shelter Cluster in terms of planning and implementation of Shelter Cluster work plan,
  - Inventory and analysis of past shelter work in Bangladesh (including UNDP's work),
  - Develop and strengthen partnerships with relevant institutions (GO/NGO) , universities and experts involved in shelter programs,
  - Strategic conceptualization and policy support for disaster resilient shelter relevant in the context of different hazards in Bangladesh,
- Participate in the UNDAF Pillar 5 (Disaster Management and Climate Change Thematic Group) as relevant.
- In the context of development - oriented early recovery, contribute in instituting "sheltering as a process" under the disaster risk management practice area,
- Develop and promote a more systematic policy approach in disaster induced shelter management in Bangladesh,



- Through consultation with stakeholders contribute to build up dialogue and partnership with relevant agents in the development context, such as civil society, NGOs, private sector actors, institutional and multi-institutional partners, etc.,
- In the context of policy development, institute and advocate for a more gender sensitive shelter development and management system,
- Organize and manage consultative meetings with relevant government agencies/ departments, NGOs and other relevant stakeholders to finalize action plans to ensure effective delivery of shelter related supports,
- Provide technical input in the management of Shelter Cluster on behalf of UNDP,
- Contribute to develop demonstration models of hazard specific disaster resilient habitat, as appropriate,
- Create awareness among Disaster Management Committees (DMC's) across levels on relevant aspects of disaster resilient shelter,
- Conduct comprehensive and participatory needs assessments involving affected communities, local government authorities, implementing partners, with special emphasis on the shelter needs from immediate to long term.

**C) UNDP organizational and procedural support:**

- Support improvement of shelter/early recovery relevant procurement processes,
- Participate as relevant in UNDP Emergency Core Group and assist to elaborate appropriate disaster preparedness and SURGE mechanisms and expert resource deployment systems for disaster situations,
- Participate in technical and financial evaluation committees for bids, and proposals as required
- Address the immediate shelter needs of the disaster affected population and enable them to return to their homes.
- Contribute to economic recovery and restoration of livelihoods by boosting construction activities and rebuilding infrastructure, work places, etc. destroyed or affected by disaster
- Support policy development and adoption of relevant practice and procedures for long - term rehabilitation and reconstruction of housing, infrastructure and other relevant sectors in Bangladesh
- Provide input to the Bangladesh Shelter Cluster in development of structural mitigation measures to improve the resistance of structures to future disasters.

**Summary of Key Functions:**

- Support to DRRF's mandate to deliver outputs and outcomes in the Early Recovery sector, as required through the unit's mandate, and strengthen UNDP's capacity and ability to address technical issues in development, planning and implementation of Disaster-Risk-Reduction/Early Recovery related projects.
- Ensure that program activities are done in a manner so that result based output is achieved.
- Develop high quality project reports of UNDP's early recovery and emergency programme

Evaluation will take place on the base of achievement of pre-defined specific objectives of this function, and the incumbent's contribution to DRRF's delivery and impact of results.

#### IV. Impact of Results

##### Impact of Results:

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

#### V. Competencies

##### Corporate Competencies:

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

##### Management and Leadership:

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

##### Development and Operational Effectiveness:

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

##### Knowledge Management and Learning:

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

#### VI. Required Qualifications

##### Education

- Degree in Civil Engineering, Architecture or Relevant/Related field at Masters level (preferable to have disaster management experience).

##### Experience

- Minimum of 3 years of experience including 2 years in the field of construction and rehabilitation of emergency, transitional and permanent shelter with international organizations. Experience in Project Formulation, Monitoring and Evaluation will be an added advantage.
- Experience in the usage of construction/engineering and designing software and office software packages advantageous to monitoring.

Knowledge and skills	<ul style="list-style-type: none"> <li>▪ Ability to think clearly and analytically</li> <li>▪ Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands</li> <li>▪ A sound knowledge of monitoring settlement improvement activities (housing, embankment rehabilitation etc.) for poor communities</li> <li>▪ Excellent in report writing and communication skills (verbal and written) in English and Bangla</li> <li>▪ Ability to use Microsoft Office for reporting, and presentation</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>▪ A strong commitment to gender sensitive, inclusive and pro-poor development works</li> <li>▪ Ability to work with multi-disciplinary team</li> <li>▪ Consultative and empowering working style and willingness to learn from others</li> <li>▪ Willingness to travel as required</li> </ul>
Language Requirements	<ul style="list-style-type: none"> <li>▪ Fluency in written and spoken English and Bangla</li> </ul>

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name:	Signature:	Date:
Supervisor		
Name / Title:	Signature:	Date:
Chief Division/Section		
Name / Title	Signature:	Date



**UNITED NATIONS DEVELOPMENT PROGRAMME  
MONITORING AND EVALUATION OFFICER:  
JOB DESCRIPTION**

### **I. Position Information**

Job Code Title: Monitoring and Evaluation Officer  
**Duty Station:** Dhaka  
**Contract Modality:** Individual Consultant  
Pre-classified Grade: IC/Intern  
Supervisor: Disaster Response and Recovery Facility Project Manager  
Expected Start Date: October 1<sup>st</sup> 2018  
Duration of Contract: 5-6 months (with possibility of extension)

### **II. Organizational Context**

The Disaster Response and Recovery Facility is UNDP Bangladesh's standing entity for supporting recovery after natural and man-made disasters and emergencies. The Disaster Response and Recovery Facility aims to enhance management of the natural and man-made environment by promoting pro-poor, resilient recovery after disaster and emergencies. The Facility provides support to the Government of Bangladesh to manage the development impacts of disaster and emergency, mobilizes resources and implements innovative recovery interventions, and advocates for partnerships and investment in recovery. The Facility is flexible, with a core team able to quickly expand when disasters and emergencies take place.

The Monitoring and Evaluation Officer is part of the core Disaster Response and Recovery Facility team and is supervised by the Project Manager. Other members of the core Disaster Response and Recovery Facility team are an international Early Recovery Specialist, a Shelter specialist, a Finance and Administration Officer, an Information Management Officer, and a driver. The core Disaster Response and Recovery Facility team is at the forefront of UNDP Bangladesh's readiness for disaster response and recovery, including managing the rapid scaling up of UNDP capacity in the event of major disaster or emergency.

The Monitoring and Evaluation Officer will be responsible for designing and implementing the monitoring and evaluation activities of the Project; assisting the Project Manager in preparing Quarterly/Annual reports on project progress and will monitor the project activities on a regular basis, developing and maintaining the MIS of the Project and will be responsible for the collection & analysis of different data in relation to the project activities.

### **III. Functions/Key Results Expected**

Under the supervision of the Disaster Response and Recovery Facility Project Manager, the Monitoring and Evaluation Officer has the following duties and responsibilities:

- Regularly collect the pDRRFormance data/information (through application of qualitative and quantitative methods & tools, including surveys), analyze the data/information for producing periodic monitoring reports and status updates in line with set targets in the M&E framework;
- Support development of M&E framework/plans in compliance with UNDP M&E standards;
- Monitor and evaluate the compliance of actual progress and pDRRFormance against the planned work plan and M&E framework;
- Coordinate and maintain close communication with the Project Manager, UNDP Country Office, implementing partners, as well as with members of external M&E-related missions;

- Prepare sub-project reports and guide executing partners in preparing their progress reports in accordance with approved reporting formats, and ensure their timely submission. This includes quarterly progress reports, annual report, and ad-hoc technical reports;
- Collect and update sub-project information at regular interval. Follow best practices in disseminating progress with colleagues, project partners and relevant stakeholders through Project Manager/management;
- Foster participatory planning and monitoring by training and involving community level stakeholder groups in the M&E of activities;
- Assist in developing evaluation designs and drafting ToRs for hiring survey firms and evaluation consultants;
- Monitor the follow up of evaluation recommendations;
- Design and implement a system to identify, analyse, and disseminate lesson learned;
- Assist the Project Manager in reviewing and updating Project Quarterly Risk, Issue logs;
- Provide timely and relevant information to the Project Manager, UNDP Programme Analyst, and other project stakeholders
- Any other related activities as assigned by the Project Manager and UNDP Programme Analyst.

#### **IV. Impact of Results**

Quality monitoring, evaluation, and reporting of UNDP supported initiatives.

#### **V. Competencies and Critical Success Factors**

##### **Corporate Competencies:**

- Demonstrates commitment to UNDP's mission, vision and values
- Exerts strict adherence to corporate rules, regulations and procedures. Familiarity with the internal control framework and results-based management tools is a must
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats peers fairly by maintaining consistent values inspiring trust and confidence through personal credibility
- Accepts responsibility and accountability for the quality of the outcome of his/her decisions

##### **Functional Competencies**

###### ***Leadership***

- Identifies opportunities and challenges and recommends options
- Checks assumptions against facts
- Assumes responsibility for decisions and outcomes
- Shares information proactively, also when not required to do so

###### ***Innovation***

- Analyses complex technical materials (including data) and makes concise, relevant recommendations
- Contributes reliable production of knowledge services and transactions
- Identifies and addresses potential challenges quickly and develop action plans
- Sees specific opportunities for immediate improvement within own field

###### ***People Management***

- Demonstrates behaviours such as teamwork, knowledge sharing, maintaining relationships
- Recognizes potential road blocks to completing tasks and seeks guidance from supervisors to address issues.

- Based on formal and informal feedback received, takes action to address areas for growth and improvement
- Encourages team engagement
- Expresses encouragement to those who try to develop or who show improvement
- Involves team in different steps of the process;
- Seeks and values other's initiatives and expertise

**Communication**

- Learns to relate constructive knowledge to others
- Presents coherent analysis
- Adds rigor and technical expertise to discussions
- Represents self and work with appropriate professional standards
- Eager to voice new ideas
- Productive in challenging situations
- Demonstrates a desire to support colleagues by actively helping others

**Delivery**

- Takes responsibility for addressing critical situations
- Demonstrates commitment to clients and quality
- Works to agreed goals dealing with challenges constructively
- Takes responsibility and works towards planning targets, overcoming obstacles, setbacks and uncertainty
- Always acts in a compliant manner and uses resources responsibly

**VI. Recruitment Qualifications**

Education:	Masters in Statistics, Social Sciences, Development Studies or any other Social Science relevant fields.
Experience:	<ul style="list-style-type: none"> <li>• A minimum of 5 years of experience, which must include a minimum of three (03) years of progressively responsible and relevant professional work experience in M&amp;E in international NGO, UN or development agency;</li> <li>• Strong knowledge of M&amp;E framework and results-based management (RBM), preferably UNDP M&amp;E/RBM standards ;</li> <li>• Strong data collection and management skills, as well as analytical skills. Knowledge of quantitative evaluation and data is also a strong plus;</li> <li>• Proven experiences in working with local communities, civil society partners, and government officials and coordinating with these relevant stakeholders;</li> <li>• Experience in working with local communities, civil society partners, and government officials; and</li> <li>• Computer proficiency in MS Office (Word, Excel and PowerPoint) and other common software is a prerequisite. Computer literacy in graphic design software will be appreciated;</li> </ul>
Language Requirements:	Fluency in both written and spoken English and Bangla.





**UNITED NATIONS DEVELOPMENT PROGRAMME  
ADMINISTRATION AND FINANCE OFFICER:  
JOB DESCRIPTION**

**I. Position Information**

Job Code Title	:	<b>Administration and Finance Officer</b>
Duty Station	:	Dhaka
Type of Contract	:	Service Contract
Post Level	:	SB-3
Supervisor	:	Project Manager, Disaster Response and Recovery Facility
Expected Start Date	:	1st October 2018
Duration of Contract (availability of funds)	:	One year initially (Renewable; upon satisfactory performance and

**II. Organizational Context**

The Disaster Response and Recovery Facility is UNDP Bangladesh's standing entity for supporting recovery after natural and man-made disasters and emergencies. The Disaster Response and Recovery Facility aims to enhance management of the natural and man-made environment by promoting pro-poor, resilient recovery after disaster and emergencies. The Facility provides support to the Government of Bangladesh to manage the development impacts of disaster and emergency, mobilizes resources and implements innovative recovery interventions, and advocates for partnerships and investment in recovery. The Facility is flexible, with a core team able to quickly expand when disasters and emergencies take place.

The Finance and Admin Officer is part of the core Disaster Response and Recovery Facility team and is supervised by the Project Manager. Other members of the core Disaster Response and Recovery Facility team are a Capacity Building Specialist, a Shelter Specialist, and a Driver. The core Disaster Response and Recovery Facility team is at the forefront of UNDP Bangladesh's readiness for disaster response and recovery, including managing the rapid scaling up of UNDP capacity in the event of major disaster or emergency. The Finance and Administration Officer will work in the core Disaster Response and Recovery Facility team and manage all financial and administrative matters in relation to the project in an effective and accountable manner, complying with UNDP guidelines and reporting requirements.

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

### III. Functions/Key Results Expected

Summary of Key Functions: The Administration and Finance Officer will be competent in the relevant area. The summary of key functions are:

- Carry out all day to day administrative, budgetary and financial management of the project;
- Assist to prepare budget revisions of the projects based on the PDRs and CDRs; assist in the preparation of the AWP;
- Ensure uploading of Atlas Project Budget and Multiyear budget;
- Assist in preparing periodic financial records, maintain delivery records;
- Assist the Project Manager and Project Officer for all kinds of financial and project management related activities including liaison with different government agencies/UNDP CO/donor partners, NGOs and other key stakeholders, as directed;
- Prepare Donor Financial and Progress Report;
- Assist in the timely issuance of contracts and assurance of other eligible entitlements of the projects personnel, experts, and consultants by preparing annual recruitment plans;
- Management of cash receipts and petty cash;
- Review all payments/claims of staff and other service providers and ensure on time settlement of claims as per UNDP rules;
- Maintain expenditure statement and support in budget processes;
- Ensure all Atlas related transaction i.e. budget analysis, upload budget, monitor project budget, enter necessary GLJE in Atlas etc;
- Provide assistance to prepare periodic accounting records, maintain delivery records, make program transactions in UNDP format, prepare draft budget revisions, shadow budgets, cost sharing and other financial and accounting reports;
- Review financial statements, expenditure as stated in the financial reports of partner organization;
- Management of cash receipts and petty cash;
- Monitor fund disbursement and adjustment of partner organization;
- Assist in project audits (internal/external);
- Assist Project Management in contract management;
- Assist Project Management in quality and on time procurement of project goods/services;
- Maintain inventory of program assets and provide logistic support to workshop/seminar and other program activities;
- Provide induction to all new staff of DRRF and manage day to day HR issues;
- Support team in developing terms of reference for relevant positions as and when required Inform PM about the date of contract expiry of DRRF Staffs;
- Assist Project Management in settlements of DSA and other claims of staff and other service providers as per UNDP rules;
- Manage assets including project vehicle(s);
- Assist Project Management in day to day administrative support for smooth operation of project activity in the field;
- Assist the Project Management for all kinds of financial and project management related activities including liaison with different government agencies/UNDP CO/donor partners, NGOs and other key stakeholders, as directed;
- Support to preparation of Annual Procurement Lan and make periodic review;
- Undertake Micro-purchasing of the Project;
- Initiate and follow up procurement of Goods and Services in close coordination with Cluster Programme Associate and UNDP CO Procurement;
- Provide monthly update of procurement of goods and services as well as delivery;
- Support Project Manager and Cluster for procurement of goods and services of the project;
- Provide logistical support to the Project Manager, and international consultants in organizing training events, workshops, and seminars;
- Assist international, short-term consultants by organizing their travel schedules, arranging meetings with different stakeholders, and book hotel accommodations;
- Any other activities/tasks as assigned by the supervisor.

#### IV. Impact of Results

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

#### V. Competencies and Critical Success Factors

##### Corporate Competencies:

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

##### Functional Competencies: Management and Leadership

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

##### Development and Operational Effectiveness

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

##### Knowledge Management and Learning

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

#### VI. Recruitment Qualifications: Education, Skills and Experience

Education	Bachelors degree in Accounting, Finance, Business Administration, Management, or other relevant discipline. Master's degree holders will be given preference.
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Experience	<ul style="list-style-type: none"> <li>▪ 5 years of practical experience in administrative and financial management and procurement in development and/or emergency response projects, of which at least 3 years' experience is in similar position with UN agencies.</li> <li>▪ Proficiency in UN Atlas is required.</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>▪ Ability to think clearly and analytically</li> <li>▪ Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands</li> <li>▪ A sound knowledge of design, drawing and estimating for settlement improvement for poor communities</li> <li>▪ Good communication skills (verbal and written) in English and Bangla</li> <li>▪ Ability to use Microsoft Office for reporting, and presentation</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>▪ A strong commitment to gender sensitive, inclusive and pro-poor development works</li> <li>▪ Ability to work with multi-disciplinary team</li> <li>▪ Consultative and empowering working style and willingness to learn from others</li> <li>▪ Willingness to travel as required</li> </ul>
Language Requirements	Fluency in both written and spoken English and Bangla

<b>VII. Signatures- Post Description Certification</b>		
Incumbent <i>(if applicable)</i>		
Name:	Signature:	Date:
Supervisor		
Name / Title:	Signature:	Date:
Chief Division/Section		
Name / Title	Signature:	Date





**UNITED NATIONS DEVELOPMENT PROGRAMME  
DRIVER CUM MESSENGER  
JOB DESCRIPTION**

**I. Position Information**

Job Code Title	:	<b>Driver cum Messenger</b>
Duty Station	:	Dhaka
Type of Contract	:	Service Contract
Post Level	:	SB-1
Supervisor	:	Administration and Finance Officer and Project Manager, DRRF
Expected Start Date	:	1st October 2018
Duration of Contract (availability of funds)	:	One year initially (Renewable: upon satisfactory performance and availability of funds)

**II. Organizational Context**

The Disaster Response and Recovery Facility is UNDP Bangladesh's standing entity for supporting recovery after natural and man-made disasters and emergencies. The Disaster Response and Recovery Facility aims to enhance management of the natural and man-made environment by promoting pro-poor, resilient recovery after disaster and emergencies. The Facility provides support to the Government of Bangladesh to manage the development impacts of disaster and emergency, mobilizes resources and implements innovative recovery interventions, and advocates for partnerships and investment in recovery. The Facility is flexible, with a core team able to quickly expand when disasters and emergencies take place.

The Driver is part of the core Disaster Response and Recovery Facility team and is supervised by the Project Manager. Other members of the core Disaster Response and Recovery Facility team are an Administration and Finance Officer, Capacity Building Specialist, and a Shelter Specialist. The core Disaster Response and Recovery Facility team is at the forefront of UNDP Bangladesh's readiness for disaster response and recovery, including managing the rapid scaling up of UNDP capacity in the event of major disaster or emergency.

Under the supervision of the Administration and Finance Officer and Project Manager with guidance of the Head, Travel Cluster, UNDP CO, the Driver provides reliable and safe driving services ensuring accuracy of work. The Driver demonstrates a client-oriented approach, courtesy, tact and the ability to work with people of different national and international backgrounds.

**III. Functions/Key Results Expected**

**Summary of Key Functions:**

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

**1. Ensures provision of reliable and secure driving services** by a) driving office vehicles for the transport of authorized personnel and delivery and collection of mail, documents and other items;

**2. Ensure cost-savings through proper use of vehicle** through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports.

Ensure **proper day-to-day maintenance of the assigned vehicle** through timely minor repairs, arrangements for major repair, timely changes of oil, check of tires, breaks, car washing etc.

**3. Ensure availability of all the required document/ supplies** including vehicle insurance, vehicle logs, office directory, map of the city/ country, first aid kit, and necessary spare parts.

4. Ensure that all immediate actions required by rules and regulations are taken in case of involvement in accidents.

5. Carry out any other assignments as per directives of the DRRF Project Manager and Administration and Finance Officer, also providing support to the UNDP RIG Cluster as requested by the supervisor.

**IV. Impact of Results**

The key results have an impact on the accurate, safe and timely execution of the DRRF

**V. Competencies**

Corporate Competencies:

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

Functional Competencies:

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

Development and Operational Effectiveness

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

Knowledge Management and Learning

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

**VI. Required Qualifications**

Education	<ul style="list-style-type: none"> <li>▪ S.S.C Passed</li> <li>▪ Valid driving licence</li> </ul>
Experience and knowledge	<ul style="list-style-type: none"> <li>▪ At least five years' work experience as a driver</li> <li>▪ Safe driving record</li> <li>▪ Knowledge of driving rules and regulation</li> <li>▪ Skills in minor vehicle repair</li> <li>▪ Abide by traffic laws strictly</li> </ul>
Language requirements	<ul style="list-style-type: none"> <li>▪ Understanding and speaking English is essential. Fluently in the language of the duty station.</li> </ul>

**VII. Signatures- Post Description Certification**

Incumbent (*if applicable*)

Name:

Signature:

Date:

Supervisor

Name / Title:

Signature:

Date:

Chief Division/Section

Name / Title

Signature:

Date

## ANNEX 2. PROJECT QUALITY ASSURANCE REPORT

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> <li>• <b>APPROVE</b> – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.</li> <li>• <b>APPROVE WITH QUALIFICATIONS</b> – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.</li> <li>• <b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.</li> </ul>				
RATING CRITERIA				
STRATEGIC				
<b>1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</b> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.</li> <li>• <b>2:</b> The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.</li> <li>• <b>1:</b> The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2	1	
	<b>Evidence</b>			
	DRRF has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change in line with the 7 <sup>th</sup> Five Year Plan, the Universal Declaration on Human Rights, UNDP 2018 Strategic Plan and the SDGs backed by lessons learnt and gaps identified. The programme document clearly describes the programme strategy (pages 6-12).			
<b>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</b> <ul style="list-style-type: none"> <li>• <b>3:</b> The project responds to one of the three areas of development work<sup>4</sup> as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas<sup>5</sup>; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> The project responds to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i></li> </ul>	3	2	1	
	<b>Evidence</b>			
	DRRF responds to the Strategic Plan area 'Resilience Building' as well as the emerging issue 'risk management for resilience'. The project's RRF applies SP outputs 3.1.1 and 3.6.1			

<sup>4</sup> 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

<sup>5</sup> sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience



<ul style="list-style-type: none"> <li>• <b>1:</b> While the project may respond to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.</li> </ul>		
<b>RELEVANT</b>		
<p><b>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (<i>all must be true to select this option</i>)</li> <li>• <b>2:</b> The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (<i>both must be true to select this option</i>)</li> <li>• <b>1:</b> The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.</li> </ul> <p><i>*Note: Management Action must be taken for a score of 1, or select not applicable.</i></p>	3	2
<p><b>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.</li> <li>• <b>2:</b> The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.</li> <li>• <b>1:</b> There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
<p><b>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (<i>all must be true to select this option</i>)</li> <li>• <b>2:</b> A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this</li> </ul>	3	2

1

Select (all) targeted groups: (drop-down)

**Evidence**

Select (all) targeted groups: (drop-down)

DRRF will target the most vulnerable populations affected by disasters and emergencies' it has broadly defined who are eligible and has prioritized on excluded/marginalized groups. It lays special emphasis on women and girls and will conduct additional consultations for gender-responsive interventions. However, further detail on beneficiary selection is limited as the approach is based on areas/communities exposed to disasters (pages 11, 20-23).

1

**Evidence**

Knowledge and lessons learned from CDMP I and II, past UNDP facilities for disaster management and work and consultations with relevant government counterparts such as the Ministry of Disaster Management and Relief (MoDMR) have been used to inform the project's theory of change. At the same time, DRRF is drawing lessons from ongoing and unique emergencies such as the Rohingya crisis to shape its design. (pages 6, 11-12)

1

**Evidence**

DRRF has embedded gender perspective in its strategy to enable sustainable and transformative change in relation to disaster management and resilience. The project will prioritize women—female-headed households, widows, the aged, disabled, adolescent girls, pregnant and lactating mothers—as beneficiaries and promotes their empowerment, where possible.

gender analysis, with indicators that measure and monitor results contributing to gender equality. (*all must be true to select this option*)

- **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.

\*Note: Management Action or strong management justification must be given for a score of 1

As per RRF, activities 1.5b and 1.6b (under output 1) will monitor the number of women who: i) receive sole or joint ownership of UNDP-funded housing and ii) participate in emergency employment or livelihood recovery schemes respectively. Furthermore, if necessary, DRRF will screen plans for additional consultations with women and girls for gender-responsive interventions.

**6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):**

- **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (*all must be true to select this option*)
- **2:** Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.
- **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

\*Note: Management Action or strong management justification must be given for a score of 1

3	2
1	
<b>Evidence</b>	
<p>An analysis has been conducted on the role of potential partners as part of the design process (see pages 17-19), and justification of UNDP engagement and role as executing agency with reference to UNDP Bangladesh's previous track record is provided (see pages 6-7, 9-10). Options for south-south and triangular cooperation have been identified but are not explicitly explored.</p>	

**SOCIAL & ENVIRONMENTAL STANDARDS**

**7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):**

- **3:** Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (*all must be true to select this option*)
- **2:** Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.
- **1:** No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

\*Note: Management action or strong management justification must be given for a score of 1

3	2
1	
<b>Evidence</b>	
<p>The project aims to further the realization of human rights for affected communities in terms of improving access to and quality of disaster risk reduction and risk management services, systems and decision-making (see page 10). Risks have been identified and the mitigation measures are detailed in the risk assessment (see ___)</p>	

**8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):**

- **3:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and

3	2
1	
<b>Evidence</b>	
<p>Poverty-environment linkages were considered in the analysis on the relationship between lack of recovery and poverty. Opportunities to strengthen environmental</p>	

<p>mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>).</p> <ul style="list-style-type: none"> <li>◦ <b>2:</b> No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.</li> <li>◦ <b>1:</b> No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.</li> </ul> <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>sustainability have also been considered through the project's community-level interventions that apply an integrated "build back better" approach (see page 15 in the prodoc and Annex _)</p> <p>As a precautionary approach, potential environmental risks have been identified and mitigation measures have been detailed in the SESP and Risk Analysis (see Annexes _ and _)</p>
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<p><b>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</b> The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<table border="1"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> </table>	Yes	No
Yes	No		
SESP Not Required			

**MANAGEMENT & MONITORING**

<p><b>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>◦ <b>3:</b> The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<i>all must be true to select this option</i>)</li> <li>◦ <b>2:</b> The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (<i>all must be true to select this option</i>)</li> <li>◦ <b>1:</b> The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> </table>	3	2
3	2		
1			
<p style="text-align: center;"><b>Evidence</b></p> <p>The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by multiple SMART, results-oriented indicators, although some of the given indicators are somewhat results-oriented. Not all baselines, targets and data sources are not yet fully specified. Stepwise indicator thresholds are not included in the programme document.</p>			

<p><b>11. Is there a comprehensive and costed M&amp;E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</b></p>	<table border="1"> <tr> <td style="text-align: center;">Yes (3)</td> <td style="text-align: center;">No (1)</td> </tr> </table>	Yes (3)	No (1)
Yes (3)	No (1)		

<p><b>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>◦ <b>3:</b> The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<i>all must be true to select this option</i>).</li> <li>◦ <b>2:</b> The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>)</li> </ul>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> </table>	3	2
3	2		
1			
<p style="text-align: center;"><b>Evidence</b></p> <p>A project advisory board has been constituted; the institutional representation and appropriate designation/rank of representative and its most important responsibilities have been defined. Additionally, the prodoc defines the project manager's responsibilities and quality assurance roles (see pages 39-44 of prodoc)</p>			

<ul style="list-style-type: none"> <li>• <b>1:</b> The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>		
<p><b>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i></li> <li>• <b>2:</b> Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.</li> <li>• <b>1:</b> Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.</li> </ul> <p>*Note: Management Action must be taken for a score of 1</p>	3	2
	1	
	<p><b>Evidence</b></p> <p>Annex _ of the prodoc gives an initial programme risk log and mitigating measures covering the majority of SESP identified issues as well as key risks to achievement to the theory of change.</p>	
<b>EFFICIENT</b>		
<p><b>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</b></p>	Yes (3)	No (1)
<p><b>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</b></p>	Yes (3)	No (1)
<p><b>16. Is the budget justified and supported with valid estimates?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.</li> <li>• <b>2:</b> The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.</li> <li>• <b>1:</b> The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.</li> </ul>	3	2
	1	
	<p><b>Evidence</b></p> <p>The programme budget is at the activity level with funding sources and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.</p>	
<p><b>17. Is the Country Office fully recovering the costs involved with project implementation?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)</li> <li>• <b>2:</b> The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.</li> </ul>	3	2
	1	
	<p><b>Evidence</b></p> <p>Through TRAC allocation, UNDP fully covers all project costs that are attributable to the project, including programme management and, quality assurance, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, information and communications based on full</p>	

<ul style="list-style-type: none"> <li>1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.</li> </ul> <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	costing in accordance with prevailing UNDP policies
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**EFFECTIVE**

<p><b>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i></li> <li>2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.</li> <li>1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p style="text-align: center;"><b>Evidence</b></p> <p>DRRF will operate under Direct Execution Modality (DEX) as it is supportive to rapid response in terms of procurement, financial and other procedures. Furthermore, DRRF Phase 1 operated under DEX modality and continuing to do so will allow seamless transition to the new phase without the risk of gap posed by the GoB approval process for NIM projects (see page 10 of prodoc). A HACT assessment report is available and consistent with the implementation modality chosen.</p>	
<p><b>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</b></p> <ul style="list-style-type: none"> <li>3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.</li> <li>2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.</li> <li>1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.</li> </ul>	3	2
	2	
	<p style="text-align: center;"><b>Evidence</b></p> <p style="text-align: center;"><b>HACT assessment report is available</b></p>	
<p><b>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</b></p>	Yes (3)	No (1)
<p><b>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</b></p> <p>*Note: Management Action or strong management justification must be given for a score of "no"</p>	Yes (3)	No (1)
<p style="text-align: center;"><b>Evidence</b></p> <p>Annual ROAR report of UNDP Bangladesh. In addition to select beneficiaries/targeting population, the project has to fulfill UNDP's corporate compliance which is prioritization to less privileged and in the context of Bangladesh 60:40 ratio for female and male population</p>		
3		2
3		

<p><b>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a realistic work plan &amp; budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources.</li> <li>• <b>2:</b> The project has a work plan &amp; budget covering the duration of the project at the output level.</li> <li>• <b>1:</b> The project does not yet have a work plan &amp; budget covering the duration of the project.</li> </ul>	<p style="text-align: center;"><b>Evidence</b></p> <p>The programme has intensive work plan i.e see Multiyear Work plan and &amp; budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted resources.</p>	
<b>SUSTAINABILITY &amp; NATIONAL OWNERSHIP</b>		
<p><b>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.</li> <li>• <b>2:</b> The project has been developed by UNDP in close consultation with national partners.</li> <li>• <b>1:</b> The project has been developed by UNDP with limited or no engagement with national partners.</li> </ul>	3	2
	2	
	<p style="text-align: center;"><b>Evidence</b></p> <p>The project has been developed in close consultation with MoDMR. In addition, inputs from the PrePAC and project board meetings have also been used to design DRRF Phase II project.</p>	
<p><b>24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.</li> <li>• <b>2.5:</b> A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.</li> <li>• <b>2:</b> A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.</li> <li>• <b>1.5:</b> There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.</li> <li>• <b>1:</b> Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.</li> </ul>	3	2.5
	2	1.5
	1	
	<p style="text-align: center;"><b>Evidence</b></p> <p>While DRRF Phase II's focus is not on building capacity, it complements the National Resilience Programme (NRP)—a joint UN programme consisting of four sub-projects for which UNDP acts as the convening agency.</p>	
<p><b>25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</b></p>	Yes (3)	No (1)
<p><b>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization strategy)?</b></p>	Yes (3)	No (1)

NA

**ANNEX 3 SOCIAL AND ENVIRONMENTAL RISK SCREENING CHECKLIST**

**Project Information**

<b>Project Information</b>	
1. Project Title	Disaster Response and Recovery Facility
2. Project Number	
3. Location (Global/Region/Country)	Bangladesh

**Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability**

**QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

***Briefly describe in the space below how the Project mainstreams the human-rights based approach***

The DRRF (DRRF), in line with UNDP's Strategic Plan 2018-2022, the Sendai Framework for Disaster Risk Reduction 2015-2030 and Government of Bangladesh's Seventh Five Year Plan, will mainstream the human-rights approach by building resilience to disaster and emergency impacts. To achieve this goal, the project will implement its "build back better" approach that strengthens capacity to anticipate, manage, recover and transform from the shocks. It works at:

- i) **National level:** DRRF aims to support the Government of Bangladesh in **augmenting national capacity of the country's disaster management system**. The project will provide policy, technical and operations support for mobilizing resources, conducting needs assessment in a post-disaster period, recovery planning, programming and for monitoring and evaluation.
- ii) **Individual (household) and community levels:** DRRF will target the **'most vulnerable' populations** i.e. those a) households that suffer from substantial adverse impacts following a disaster or emergency; b) living in poverty or extreme poverty c) populations marginalized because of their intersectional identities of gender, race, class, caste, ethnicity, age, disabilities, religion etc.; d) populations highly exposed to hazard or emergency drivers. Following assessment, **interventions will focus on resilient recovery interventions** to reduce poverty and vulnerability.

**For the Rohingya crisis, UNDP will target Cox's Bazar host communities, directly or indirectly affected by the refugee crisis. This focus is important because host communities have pre-existing economic, social and environmental challenges, some of which are being exacerbated by the pressure of the increase in population due to the influx.** Cox's Bazaar is already one of Bangladesh's most impoverished and food-insecure districts; the Rohingya crisis has put communities at considerable risk of conflict due to lack of services and competition over job opportunities. DRRF will intervene in vulnerable areas that host high ratios of Rohingyas displaced to Bangladeshi population to as part of its recovery efforts to alleviate social tension, increase stability and mitigate environmental degradation.

***Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment***

Recognizing that women and girls are disproportionately affected by disasters and emergencies, **DRRF has embedded gender perspective in its strategy to enable sustainable and transformative change in relation to disaster management and resilience**. The project will prioritize women—female-headed households, widows, the aged, disabled, adolescent girls, pregnant and lactating mothers—as beneficiaries and promotes their empowerment, where possible.

For example, as per RRF, activities 1.1, 1.2 and 1.3 (under output 1) will monitor the number of women who: i) receive sole or joint ownership of UNDP-funded housing and ii) participate in emergency employment or livelihood recovery schemes respectively. Furthermore, if necessary, DRRF will screen plans for additional consultations with women and girls to identify specific needs and constraints of women for gender-responsive interventions.



DRRF is also designed to complement the nationally-owned National Resilience Programme (NRP)—one of UNDP Bangladesh’s main projects on disaster management.

***Briefly describe in the space below how the Project mainstreams environmental sustainability***

DRRF phase I has been supporting the UNDAF 2017-2020 priority area “Planet”; it aims to balance ecological, environmental and sustainability imperatives including the threat posed by climate change and natural disasters, against the demands of economic growth and industrial expansion.

- i) **National level:** In phase II, DRRF will build on experience to provide technical support to the Government of Bangladesh in assessing and managing environmental disasters by tapping into UNDP’s presence across urban and rural disaster- and climate-vulnerable districts. **This includes providing support for Post-Disaster Needs Assessment (PDNA)—a standardized and comprehensive assessment that factors in social, economic and environmental sustainability for developing a resilient recovery strategy.**
  
- ii) **Field level:** Across all field-level interventions, DRRF will promote environmental sustainability in communities through its integrated ‘build back better’ (BBB) approach. For example, through housing and community infrastructure rehabilitation interventions, DRRF will be ensuring structures that adapt better to climate change and disaster impacts. Similarly, it will **develop interventions for a sustainable disaster waste management system** that can help conserve natural resources, make responses safer, efficient, and build the foundation for long-term recovery.

For natural disasters or human-induced emergencies such as the Rohingya influx or industrial disaster, DRRF will provide specific environmental impact assessment and ecosystem restoration interventions, depending on availability of funds. For the Rohingya crisis, it is foreseen that DRRF phase II will **undertake ecosystem restoration interventions** in Rohingya influx areas such as restoring degraded forests, water bodies and barren hills. Additionally, it will raise environmental awareness and impart relevant training.

Part B. Identifying and Managing Social and Environmental Risks

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>  <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>		
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>	<p><b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b></p>
<p>Risk 1:   <b>P.1.5</b> Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?</p>	<p>I = 3                      P = 3</p>	<p>Moderate</p>	<p>Supporting vulnerable populations in making resilient recovery is one of the key aims for DRRF. These particularly include women and girls, the elderly, indigenous communities and/or other minorities. The rights of these groups have been poorly met in disaster risk management in Bangladesh so far.</p>	<p>As per RRF, Outputs 2, 3 and 4 address how DRRF will support duty-bearers to develop the capacity to meet their obligations in the project.</p> <p><b>Under Output 2</b>, DRRF will support the GoB by providing timely support to assess and manage the development impacts of disasters and emergencies. Additionally, as highlighted in Annex 3, DRRF can support the GoB in conducting PDNA and impact assessments in the aftermath of disasters and emergencies.</p> <p><b>Under Output 3</b>, DRRF will partner with NGOs, development partners and the private sector to strengthen investment in resilient recovery.</p> <p><b>Under Output 4</b>, DRRF will measure its own institutionalized preparedness to support resilient recovery from medium and large-scale disasters.</p>

<p>Additionally, DRRF and the GoB will agree on including a USD 50 million 'disaster window' so that additional funds can be mobilized for disaster and emergency response and recovery interventions, bolstering support to GoB in managing and recovering from disaster and emergency impacts, and building additional capacity development of key actors.</p>			
<p>DRRF targets said marginalized groups as part of identified vulnerable communities for interventions at the field level; this is to ensure empowerment and inclusiveness for the groups in disaster risk management.</p> <p>As per RRF, under Output 1, <b>activity 1.1, 1.2, 1.3</b> will measure the no. of women, men, girls and boys benefitting from emergency support that DRRF will provide.</p> <p>Similarly, the <b>project's M&amp;E plan</b> specifies that, on a quarterly basis, it will <b>identify and track risks that women and other marginalized groups face that may hinder achievement of intended results.</b></p>	<p>There is risk that marginalized groups such as women and girls, female-headed households, persons with disabilities, the elderly, children indigenous communities and/or other minorities will be unable to claim their rights at both national-level and field-level DRRF activities.</p>	<p><b>Moderate</b></p>	<p>Risk 2: <b>P.1.6</b> Is there a risk that rights-holders do not have the capacity to claim their rights?</p>
<p>DRRF will adopt a conflict-sensitive approach to minimize risk of exacerbating conflict and existing tensions. It will <b>target host communities</b> impacted by the Rohingya crisis and increase stability by strengthening basic services and protection mechanisms.</p> <p>Interventions will be pillared on: a) rehabilitating and building social and productive infrastructure; b) boosting economic recovery in vulnerable communities; c) Promoting community security and law; d) mitigating environmental degradation and managing disaster risks and; e) boosting local governance and local government capacity.</p>	<p>In lagging districts such as Cox's Bazar that is hit by the Rohingya crisis, social tensions within camps and between Rohingya and host communities can exacerbate risk of conflict. This can arise from perceptions where the host communities regard themselves as marginalized.</p>	<p><b>High</b></p>	<p>Risk 3: <b>P.1.8</b> Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?</p>

<p>Risk 4:</p> <p>Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?</p>	<p>I=3 P=3</p>	<p><b>Moderate</b></p>	<p>Field-level activities aiming to empower women and girls risk creating conflict or violence by challenging gender and social norms.</p>	<p>There will be an emphasis on ensuring that project interventions at the community level (including beneficiary selection, baseline data collection, monitoring and evaluation) are implemented based on thorough context and situation analysis.</p> <p>The project will ensure substantive sensitization 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 project activities. There will be a systematic process for engaging men and authorities as gender equality champions, to strengthen community support for the project.</p>
<p>Risk 5:</p> <p><b>P.2.2</b> Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?</p>	<p>I=3 P=2</p>	<p><b>Moderate</b></p>		<p>Recognizing that women and girls are disproportionately affected by disaster events, DRRF will prioritize on including female-headed households, widows, the aged, disabled, adolescent girls, pregnant and lactating mothers—as beneficiaries and promote their empowerment, where possible.</p> <p>To ensure access to opportunities and benefits, as per RRF, <b>activities 1.1, 1.2 and 1.3</b> (under Output 1) will monitor the number of women who: i) receive sole or joint ownership of UNDP-funded housing and ii) participate in emergency employment or livelihood recovery schemes respectively.</p> <p>Furthermore, if necessary, DRRF will screen plans for additional consultations with women and girls to identify specific needs and constraints of women for gender-responsive interventions.</p> <p>Similarly, the <b>project's M&amp;E plan</b> specifies that, on a quarterly basis, it will <b>identify and track risks that women and other marginalized groups face</b></p>

<p>Risk 6:</p> <p><b>S.1.2</b> Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?</p>	<p>I = 3 P = 3</p>	<p><b>Moderate</b></p>	<p>Some field-level Project activities can take place in districts adjacent to nature reserves such as in Cox's Bazar, Chittagong Hill Tracts and south western regions of Bangladesh bordering the Sundarbans.</p>	<p>DRRF will apply SESP to all potential interventions and will work closely with UNDP CO Environment portfolio for interventions that take place in or adjacent to critical/sensitive areas and in areas such as the Chittagong Hill Tracts and Cox's Bazar with higher populations of indigenous communities. DRRF will seek deployment of internal or external SURGE people if the issues requires expert/specialist human resource over time to be adequately managed.</p>	<p>that may hinder achievement of intended results.</p>
<p>Risk 7:</p> <p><b>S.1.11</b> Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other know existing or planned activities in the area?</p>	<p>I = P =</p>	<p>In areas such as Cox's Bazar that is hit by the Rohingya crisis, multiple agencies are involved in carrying out both humanitarian and development agencies.</p> <p>Also, while UNDP will focus on host communities, both host communities and people settled in the camps are closely located and currently draw on the same natural resources, ecosystems and infrastructure networks.</p>	<p>In case of the Rohingya crisis, UNDP and DRRF recognize the mandates and expertise of the agencies involved in the response, and does not seek to compete with or replace any of these.</p> <p>UNDP will adopt a conflict-sensitive approach; as part of the 2018 Joint Response Plan in partnership with UNHCR and UNWOMEN, it will target host communities and focus on five areas: a) community recovery and resilience b) solid waste management c) ecosystem restoration d) enhancing disaster risk management and e) support to governance structures.</p>	<p>DRRF will undertake assessments that ensure environmental sustainability, prevent mal-adaption to climate change and minimize any likely adverse impacts.</p>	<p>that may hinder achievement of intended results.</p>
<p>Risk 8:</p> <p><b>S.2.2</b> Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?</p>	<p>I = 3 P = 4</p>	<p><b>Moderate</b></p>	<p>Bangladesh is highly vulnerable to climate change impact that, in turn, significantly affects the resilience of its people, communities, environment</p>	<p>DRRF will undertake assessments that ensure environmental sustainability, prevent mal-adaption to climate change and minimize any likely adverse impacts.</p>	<p>that may hinder achievement of intended results.</p>

		and national growth. DRRF seeks to develop this resilience, primarily through its 'build back better' approach.	As outlined in Annex 3, using 'build back better' approach, DRRF will integrate environmentally sustainable practices into interventions that support sustainable livelihoods, disaster waste management system and resilient shelters and can help conserve natural resources, make responses safer, efficient, and build the foundation for long-term recovery.  As outlined in the Project's M&E plan, DRRF will monitor all identified potential risks and mitigating measures through a risk log that will be updated quarterly.
<p>Risk 9:</p> <p><b>S.3.8</b> Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?</p>	<p>I=2 P=3</p>		
<p>Risk 10:</p> <p><b>S.6.1</b> Are indigenous peoples present in the Project area (including Project area of influence)?</p>	<p>I = 1 P = 3</p>	<p><b>Low</b></p> <p>Settlements of indigenous people are present throughout rural areas and must be considered when implementing field activities and selecting beneficiaries.</p>	<p>Before implementing field-level activities, baseline data collection and beneficiary selection must consider for local indigenous communities, their rights and barriers to participation. Areas such as Cox's Bazar, Sunamganj and Rajshahi are likely to have higher populations of indigenous communities.</p>
<p><b>QUESTION 4: What is the overall Project risk categorization?</b></p>			
<p><b>Select one (see SESP for guidance)</b></p>			<p><b>Comments</b></p>
			<p>Low Risk <input type="checkbox"/></p>
			<p>Moderate Risk <input checked="" type="checkbox"/></p>
			<p>High Risk <input type="checkbox"/></p>

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		Comments
Check all that apply		
<i>Principle 1: Human Rights</i>	<input checked="" type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input checked="" type="checkbox"/>	
<i>2. Climate Change Mitigation and Adaptation</i>	<input checked="" type="checkbox"/>	
<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
<i>6. Indigenous Peoples</i>	<input checked="" type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

**ANNEX 4. RISKS AND MITIGATION MEASURES**

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

#	Description	Date	Type	Impact & Probability (scale 1 min. - 5 max.)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Delays in implementation of activities due to changes in the security environment		Political	I = 3 P = 2	UNDP will regularly monitor the political situation in the country, and duly alert the Project Board.  DRRF will have an updated Business Continuity Plan (BCP). Well in advance of <u>planned</u> political processes or events, the project will assess likely impacts and develop detailed plans for activities and procurement to mitigate impacts.  Refer to the UNDAF, CPD and AWP that was mutually signed by the Government and UNDP	Project Manager	R & IG Cluster Leader		
2	Considering the Rohingya crisis, there is risk of conflict between Rohingya and affected host communities in Cox's Bazar		Political Operational Human Rights	P= I=	DRRF will adopt a conflict-sensitive approach to minimize risk of exacerbating conflict and existing tensions. It will target host communities impacted by the Rohingya crisis and increase stability by strengthening basic services and protection mechanisms.				



3	Lack of commitment and coordination at the senior political level		Strategic Regulatory	I = 3 P = 1	Continued advocacy for the importance of effective, efficient and sustainable early recovery framework; Ensure regular participation of stakeholders in coordination forums; encourage MoDMR and DDM to continue strong leadership and functioning of Early Recovery  Continued good cooperation between UNDP and Govt, and delivering visible results of earlier agreed priorities	Project Manager	R & IG Cluster Leader		
4	Lack of financial resources to address all project components		Financial	I = 4 P = 3 Possibility of lack of funds for some project activities	The CO resource mobilization strategy and policy; Good financial management methods and budget monitoring Regular donor liaison and coordination, including through the donor thematic group on Resilience and Recovery in the frame of Build Back Better	Project Manager	R & IG Cluster Leader		
5	Change of government policies and priorities in relation to the project, e.g. changing thematic interest within the wider disaster recovery area.		Strategic	I = 3 P = 1	Signature of AWP based on strategic consensus with GoB; UNDAF and CPD as two main documents governing UNDP/Government programs Project Board to convene to identify specific measures to overcome any potential implications	Project Manager	R & IG Cluster Leader		

6	<p>Limited institutionalized preparedness can delay DRRF's capacity to respond to disasters and emergencies as well as project implementation</p>		Operational	<p>P=2 I=3 **Delays in implementation may result in missing both financial and result targets;</p>	<p>Notify Project Board of possible challenges for timely implementation and its potential implications. For institutionalized UNDP preparedness for recovery action, it will:</p> <ul style="list-style-type: none"> <li>-Review UNDP's current practice, propose POPP-compliant UNDP Country Office SOPs for small and medium disasters, and train relevant UNDP operations personnel on procedures and options.</li> <li>-Identify and train Operations and Programme Support personnel from the Country Office and project so that they can be temporarily re-assigned to support DRRF (for more information on this "SURGE mechanism", see Management Section).</li> <li>-Renew its roster of pre-qualified NGO partners, and establish Individual Consultant rosters and LTAs to be able to quickly contract initiate field level interventions and contract temporary personnel.</li> </ul>	Project Manager	R & IG Cluster Leader		
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7	Risk of political influence on DRRF resource utilization		Political	I= P=	<p>DRRF will raise awareness on UN values and take a multi-stakeholder approach in intervention development and implementation. At the local level, this will include dialogue with the local administration, local government, and community based organizations, and communicating clearly to beneficiaries and communities about the objectives and activities of the intervention. (See Management section for more.)</p>	Project Manager	R & IG Cluster Leader		
8	As potential outcomes can be vulnerable or sensitive to climate change, recovery interventions implemented should not lead to adverse environmental impacts, climate maladaptation or increase disaster risk		Environmental	I= P=	<p>When planning field activities, DRRF will use its social and environmental screening tools to ensure environmental sustainability, prevent mal-adaption to climate change and minimize any likely adverse impacts.</p> <p>Through local Technical Advisory Groups (TAG) the Facility will enhance its screening by drawing on local knowledge to further understand the local environment and ecosystems.</p> <p>As outlined in Annex 3, using 'build back better' approach, DRRF will integrate environmentally sustainable practices into its interventions.</p>	Project Manager	R & IG Cluster Leader		

9	Limited capacity of GoB to assess and manage disasters and emergencies especially for medium-to-large-scale disasters		Operational Environmental	Medium scale: P=3; I=4 Large scale: P=1; I=5	<p>DRRF will support duty-bearers to develop the capacity to meet their obligations in the project. This includes: i) supporting the GoB by providing timely support to assess and manage the development impacts of disasters and emergencies; ii) partnering with NGOs, development partners and the private sector to strengthen investment in resilient recovery and iii) measuring DRRF's own institutionalized preparedness to support resilient recovery from medium and large-scale disasters.</p> <p>Additionally, DRRF and the GoB will agree on including a USD 20 million 'disaster window' to mobilize additional funds for disaster and emergency response and recovery interventions and building additional capacity development of key actors.</p>	Project Manager	R & IG Cluster Leader		
10	Potential risk that rights-holders do not have the capacity to claim their rights in DRRF interventions following disasters and emergencies		Human Rights		<p>DRRF targets said marginalized groups as part of identified vulnerable communities for interventions at the field level; this is to ensure empowerment and inclusiveness for the groups in disaster risk management.</p> <p>For indigenous communities present in possible intervention areas, DRRF will consider for local indigenous communities, their rights and barriers to participation when collecting baseline data and for beneficiary selection. Areas such as Cox's Bazar, Sunamganj and</p>	Project Manager	R & IG Cluster Leader		

					Rajshahi are likely to have higher populations of indigenous communities.				
1 1.	When empowering women and girls, there is possible backlash from challenging gender and social norms. Also, there is risk that women can be discriminated against in terms of access to opportunities and benefits if due attention is not paid to the issue		Gender		<p>DRRF will prioritize on including female-headed households, widows, the aged, disabled, adolescent girls, pregnant and lactating mothers—as beneficiaries and promote their empowerment through interventions such as UNDP-funded housing, livelihood recovery schemes and, where possible.</p> <p>It will screen plans for additional consultations with women and girls to identify specific needs and constraints of women for gender-responsive interventions.</p> <p>For gender equality, it will sensitize community members including local community leaders (local authorities, men in the community, community elders, religious leaders etc.) to benefits to the broader community from project activities.</p> <p>There will be a systematic process for engaging men and authorities as gender equality champions, to strengthen community support for the project.</p>	Project Manager	R & IG Cluster Leader		
1 2.	Considering the Rohingya crisis (or any medium-to-large-scale disaster), UNDP's interventions can generate cumulative impacts with other known existing or planned activities in the area		Environmental Strategic		<p>In case of the Rohingya crisis, UNDP and DRRF recognize the mandates and expertise of the agencies involved in the response, and does not seek to compete with or replace any of these.</p> <p>UNDP has already adopted a conflict-sensitive approach; as part of the 2018 Joint Response Plan in</p>				

					partnership with other UN agency including UNHCR and UNWOMEN and targeting host communities.				
1 3.	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?								

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