

PDNA ROLLOUT PROJECT



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Evaluation Report Prepared by Monica Trujillo Consultant

This report presents the key findings of the evaluation of the “Post-disaster Needs Assessment: Rollout in Disaster Prone Countries”. Since its conception, this project sought to develop national capacities in post disaster needs assessments, particularly in selected disaster prone countries and with key regional and global stakeholders

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INTRODUCTION

BACKGROUND

This report presents the key findings of the evaluation of the “Post-disaster Needs Assessment: Rollout in Disaster Prone Countries”. Since its conception, this project sought to develop national capacities in post disaster needs assessments, particularly in selected disaster prone countries and with key regional and global stakeholders. The purpose of the project was to:

1. Respond to government demand for PDNA capacity building, to be able to ultimately undertake informed and sustainable recovery processes; and
2. Strengthen staff capacities of United Nations and other regional institutions to provide continued support to governments in post-disaster assessments and recovery practices.

The following four outputs were identified in the project design:

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

Output 2: National governments, United Nations country teams, United Nations regional centers, staff in country and regional offices of partner organizations and regional bodies acquire capacities to conduct PDNAs; information and databases for conducting PDNAs are established within selected project countries.

Output 3: Roster of experts in PDNAs available for immediate deployment to disaster prone countries.

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

THE EVALUATION

Objective and scope of the evaluation

The objective of the end of project evaluation is to assess the efficiency and effectiveness of the project in achieving the planned results. The outcome of this evaluation is to inform future joint capacity building initiatives undertaken by the Tripartite Partners. The specific objectives of the project evaluation were as follows:

- To assess the relevance, impact, effectiveness and sustainability of the capacity building initiatives in enabling National Governments to conduct PDNAs.
- To review and verify the results and accomplishments of the project against the planned outcome and outputs of the project.
- To assess the cost effectiveness and efficiency in use of the financial, technical and human resources utilized by the project.

- To assess how the project has strengthened partnership between the Tripartite entities including UN agencies and facilitated greater collaboration for joint activities.

The scope of the evaluation was to:

Assess the relevance and availability of a PDNA training package including the training guide and tools developed for the training. Evaluate its applicability and usefulness of the referred documents for purpose of training the clients targeted by the project which include regional intergovernmental organizations, national government officials, EU, WB and UN Agencies.

Evaluate the capacity building strategy put in place to enhance global, regional and country capabilities for the PDNA. Review training reports and on the basis of it verify number of trainings conducted, profile of participants and provide a breakdown of number of persons trained by their profession, and quality of the trainings conducted based on the evaluations provided by participants.

Evaluate if the capacity development of Regional Intergovernmental Organizations (RIOs) is enough for them to support future PDNAs. If not, then what are the recommendations for enabling RIO's to take a larger role in the PDNAs.

Review the list of trainees and roster of PDNA experts added to UNDP and deployment of trainees and experts for conducting PDNA trainings and PDNA assessments. Assess whether/how the trainees have applied the tools and methodologies in trainings and when taking part in PDNAs. Assess the deployment of consultants for conducting PDNAs. Segregate/Classify the roster by language, region and provide recommendation on which areas/languages to focus for future trainings.

Review the communications products developed by the project and assess its relevance in creating awareness about PDNA, the capacity building initiatives and its alignment with the EU guidelines for communication and visibility.

Assess the effectiveness of the management arrangements and coordination among the partners in the implementation of the project.

The evaluation approach

In order to achieve the set objectives, the evaluation focused on the following main methods:

- Interviews with 26 trainees who participated in the PDNA trainings during the project. This included government officials and staff from UN Regional Centres.
- Face to face consultations with the Tripartite Partners, namely the European Union, the World Bank and UN agencies (FAO, WHO, ILO, UNESCO, UN WOMEN and UNDP).
- The consolidation, systematization and review of all trainees and their profile
- A review of the profile of experts included in the PDNA Roster
- Review of project documents and progress reports

A total of 42 people were consulted for the evaluation, including government officials and Tripartite Partners. The feedback received has been consolidated to reflect the main inputs and the most common views in relation to both achievements and recommendations for Phase II of the Rollout Project.

The results of the evaluation are presented in this report by core output as per the original project document, followed by the evaluation results for more wider strategic issues such as the overall impact of the project, partnership and management, and sustainability.

PART I: SUMMARY OF ACHIEVEMENTS & RECOMMENDATIONS

KEY ACHIEVEMENTS

The PDNA training package

The project achieved the expected output in relation to the design and development of a PDNA Training Package, which was finalised and agreed with UNDG, World Bank and EU partners in March 2015.

The training package includes: i) a set of power point modules that cover key concepts and definitions and steps of an assessment; ii) a standard case study for a group exercise on the practical application of the PDNA methodology; and iii) the PDNA and DRF guides.

Overall, the training package is considered valuable by those consulted for this evaluation, especially as a standardized approach to post-disaster assessments, with a well-developed training package of presentations and case studies, and with strong credibility given the endorsement of the Tripartite Partners.

The PDNA Trainings

The project delivered all the PDNA training events originally agreed in the project document. A total of 28 trainings were organized, as follows:

- 12 national trainings for governments covering countries in Asia, Africa and Latin America / Caribbean;
- 7 trainings targeting regional inter-governmental organizations such as ASEAN, CDEMA, CEPREDENAC, ECIS, ECOWAS, IGAD and SAARC;
- 6 trainings with UN Regional Centres; and
- 4 trainings were at the global level for HQ-based staff
- 1 training at the global level to build a network of trainers (ToT).

The 28 trainings delivered and the 1200 participants trained is a high achievement, especially considering the initial challenges and the short timeframe of the project.

Additional trainings were also organized, through other partnerships and co-funding, for example in Cabo Verde, Rwanda, Burkina Faso, Angola and Niger with support from the Governments of Japan and

Luxembourg through the preparedness for recovery program in Africa; in Nigeria for the ECOWAS member countries, with support from the World Bank; and the SAARC and ASEAN in Asia with the support of ESCAP and other regional initiatives.

The successful delivery of the trainings reflects the strong partnerships among UN agencies, the World Bank and European Union, as well as the anchoring role of UNDP, its resources, expertise and competencies. The trainings have allowed a standardized assessment methodology to be more widely known, learned and adopted by governments.

By and large, the feedback from participants during the evaluation has been positive in terms of the quality of the trainings delivered, with ratings that range from 'excellent' to 'very good'.

An analysis of 10 randomly selected evaluations submitted during the trainings showed that 40 percent of participants considered the training to be 'excellent' and 53 percent rated the training as 'good'.

The roster of PDNA experts

The project first established a network of PDNA practitioners with the global training of trainers (ToT) held in 2015 in Istanbul, which allowed the project to identify and train nearly 40 practitioners, including staff from United Nations agencies, the World Bank, the EU as well as consultants, from different regions and sectors who are now in a position to support field assessments and PDNA training. An expert database was developed to facilitate the management of the pool of experts and their deployment for PDNAs. This database, managed by UNDP, is continuously populated with additional practitioners identified at the regional and country level and it constitutes a solid network of professionals to support PDNA training and implementation.

A roster of PDNA experts and sector specialists was developed and has been significantly increasing thanks to the global, regional and in-country training events. A total of 81 experts are now part of the roster.

There has been an increase from 6 to 26 core trainers who can undertake all the methodological sessions and are now capable of supporting PDNA trainings. Similarly, the number of sector specialists from the UN Agencies and the World Bank increased from 12 to 54, (4.5 times increase) since the start of the project.

The number of consultants also grew to 25 independent consultants who are now part of the PDNA Express Roster managed by the Crisis Response Unit (CRU) in UNDP.

Communication strategy

A communication strategy was designed and implemented as per the expected output 4 of the project. The strategy is based on the two-volume *PDNA Guidelines* (Volume A and B) that were jointly developed by the UNDG, the World Bank and the EU, and includes the PDNA Training Package explained in Part II of this report.

The communication strategy for the PDNA was designed to increase awareness among national governments and other stakeholders on the process for requesting and conducting PDNAs, its protocols and its overall contribution to recovery planning. Key elements of the communication strategy are summarized below. Most of them have already been implemented, others are part of a continued effort carried out on regular basis.

- PDNA rollout project branded
- Informational documents on PDNAs, such as a brochure, fast facts, infographic, and *10 Things UNDP Does in Post-Disaster Recovery*.
- Checklist on PDNA protocols
- PDNA videos¹
- Webpage housing the PDNA documents under UNDPs global site
- Webpage on PDNAs in the website of the International Recovery Platform

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

- PDNA documents also posted in GFDRR website
- Setup a Community of practice knowledge exchange mechanism

The communications products that were prepared were disseminated to RCs/CDs, regional bureaus, partner agencies and government officials, in order to spread the word about the PDNA as a standard and effective methodology, the existence of the PDNA tools including the training, and inform on the process for undertaking PDNAs. In addition, relevant media was targeted with a press release highlighting project success stories, and social media was engaged around PDNA rollout activities.

Impact of the roll-out project

There is a general consensus that the PDNA trainings have contributed significantly to increasing the awareness of governments on the PDNA as a standard methodology that is supported by the European Union, the World Bank and the United Nations, and to increasing its adoption and use by governments. In addition, there are good indications that the number of countries that have been institutionalizing the PDNA methodology is increasing over time, partly as a result of the PDNA trainings but naturally influenced by other complementary factors, such as a country's disaster experience in recent years or other projects implemented by one of the tripartite partners.

The PDNA has been institutionalized and/or adapted to the national context in countries such as Indonesia, Philippines, India, Laos, Philippines, Nepal, Kyrgyzstan, El Salvador, Cuba, Fiji, Marshall Islands and Samoa; In some cases, there has been a cascading effect with further trainings taking place in countries outside the scope of the official roll-out project, for example trainings in countries from the Eastern Caribbean States (OECS) and the South Pacific Commission; there have been additional requests for support in PDNA trainings, which have been delivered with separate funding, such as in Peru, Nicaragua, Honduras, Guatemala, Serbia, Moldova, Armenia, Rwanda, Niger, Angola, among others.

There has also been an important process of institutionalization among the Tripartite Partners, with PDNA trainings taking place internally within the EU, WB, UNDP, FAO, UNESCO and UN WOMEN.

Partnership and management

There is broad agreement that the partnership among the EU, WB and UN agencies has strengthened over time since the beginning of the PDNA rollout project and especially since the signing of the Tripartite Agreement. During the evaluation, the partnership was rated as “Good” to “Very Good”.

Nonetheless, the beginning of the roll-out project still faced a number of challenges including the high level of preparation needed to launch the roll-out project, the need to accommodate the number of participating agencies and their different institutional priorities, the number of sectors for which training modules had to be prepared, the adjustments required given changes in team members and therefore team dynamics, the considerable time and effort required to organize and coordinate the trainings, the need to build and expand the pool of experts with the capacity to facilitate the trainings, the need to adapt the training methodology to countries, among other.

In spite of the challenges, effort on all sides was successful in building consensus and bringing all partners on board under the common goal of the rollout project and the practical tasks that needed to be shared. The rollout has served well in using the comparative advantage of the tripartite partners, such as the WB’s expertise in damage and loss, the UNs expertise in needs assessments and bottoms-up approaches, and UNDPs institutional capacities and competencies. The project’s flexibility enabled some of the lessons to be incorporated along the way, and as a result the training program has improved in quality over time.

MAIN RECOMMENDATIONS

The PDNA training package

Revise and fine-tune the PDNA Training Package for Phase II of the roll-out project, namely to: develop a more diversified portfolio of training modules geared to different audiences and objectives; develop case material for different disaster scenarios (e.g. drought); contextualize and tailor trainings to the national context; give case study more structure by using standard tools across sectors such as excel templates, and improving the data and forms used in the group exercises; refine the presentations; and integrate the DRF with the PDNA trainings.

The PDNA trainings

Adopt a more strategic approach to the trainings under Phase II, building on the experience in Phase I which depended more on finding entry points or opportunities. This includes advance planning among tripartite partners, more preparation with governments and institutions, and criteria for the selection of target countries, institutions and participants.

Ensure greater participation of the World Bank, the European Union and the UN agencies. Some of the main constraints to their participation as co-organizers and facilitators are time and funding. This can be addressed through the advance planning mentioned above, and by funding facilitators from UN agencies. See also section on ‘partnership, management and sustainability’.

Integrate into the trainings, as standard practice, a half-day tailored session targeting senior level officials in government and partners, such as Resident Coordinators, Country Directors, EU Delegations, Ministers of Planning and of Finance, and other key decision-makers.

Target training for senior-level PDNA Coordinators, as a specific skill set that needs to be developed, targeting the pool of Resident Coordinators and Country Directors and similar senior members within the EU and WB.

Deliver a second training of trainers (ToT) that specifically targets a selected group among those in the current roster, in order to have a critical mass of well-prepared experts that can fully support trainings and PDNAs.

The roster of PDNA experts

During Phase II consider refining the roster of experts by ensuring the inclusion, over time, of experts in sectors, regions, languages etc. where there are gaps and in view of needs and increasing demand.

Include in the roster senior-level PDNA Coordinators, by targeting/integrating the pool of Resident Coordinators and Country Directors and similar senior members within the EU and WB.

Build upon the resource base developed during Phase I by setting up a Community of Practice among trainees and members of the roster, to maintain the network of trainees, facilitate knowledge sharing,

information exchange, lessons learned, case studies and examples of good practice, information about planned trainings, etc.

The communication strategy

Overall, those interviewed during the evaluation find the tools and communication materials developed to be very useful for awareness raising and as reference materials. This is especially the case for the PDNA Guidelines (Vol A and B), the DRF Guide, and the Training Package. Some recommended the development of other complementary communication materials, namely:

- Briefs with lessons-learned from PDNAs
- Examples of good practice that demonstrate how the PDNAs have been effective, such as in mobilizing financial resources or improving recovery planning, for example in Nepal or Fiji where the PDNAs were especially effective.
- Document examples of excellence from countries where PDNAs have been successfully institutionalized, such as in Indonesia and the Philippines.

There is some confusion in relation to the three websites hosting PDNA materials, since there are differences in content as well as overlaps and information gaps (i.e. UNDP, GFDRR and IRP platforms). It is recommended that there be one dedicated website that houses the full range of PDNA materials available (e.g. actual PDNAs, the Guidelines, brochures, video, etc.) with an internal password-protected page for Tripartite Partners to access more sensitive materials such as the training package.

The impact of the roll-out project

Anchor the PDNA trainings within the larger framework of the country's DRM capacity and plans and those of partners (e.g. EU, WB or UNDP).

Engage the commitment of governments, institutions and partners participating in the trainings, by engaging them in the preparedness process leading to the training and in implementing follow-up preparedness actions after the trainings that will strengthen the institutionalization of the PDNAs.

Invest more in preparing for the trainings, with ample advance notice among Tripartite Partners to ensure clear responsibilities and commitments, relevant target institutions and participants, and identification of

facilitators; and with advance national-level planning with governments and partners to obtain baseline data and help to tailor the training to the national context.

Strengthen the follow-up support provided to governments after the trainings to ensure they implement their commitments and have the necessary support.

Consider providing seed funding after the training to participating governments to support the institutionalization of the PDNA and facilitate the implementation of the commitments agreed and the follow-up tasks.

Continue to support the institutionalization of the PDNA among Tripartite Partners.

Partnership and management

Building on the achievements of Phase I and the lessons learned, develop a strategy jointly with Tripartite Partners for Phase II of the training programme, to include: a) standard operating procedures or protocols for the training process (to clarify organizational arrangements that should be standardized), b) agreed communication channels, c) criteria for the selection of target countries, institutions and participants, and d) a training plan with a tentative schedule of trainings.

Strengthen internal communication with and engagement of UN agencies, to improve communication, information exchange, joint preparation and planning, sharing the roster, project reports, etc.

Sustainability

The recommendations made in relation to the longer-term sustainability of the PDNA trainings (and PDNAs themselves) are varied and include some of the following views: a) The ultimate goal, from the Tripartite Partners, should be to phase out, by handing over the training to another training institution; b) The PDNA trainings should remain embedded in and owned by the participating organizations, to ensure the institutional ownership and commitment; c) Link the training to academic curricula, by establishing strategic links with education institutions or learning networks, and these should be financially solvent and

appropriately paid, including charging fees; d) Develop, as planned already, an online or e-learning training course.

Regarding the above views and options, it is necessary to assess which option is most viable in relation to meeting the objective of making the training more sustainable over the long term versus which represent complementary training modalities to increase outreach or improve the overall PDNA training programme.

Some of the recommendations already noted in this report would also make a significant contribution to making the process more sustainable over the longer-term, for example: a) Gaining the commitment and engagement of governments; b) Strengthening the follow-up support provided to governments after the trainings; c) Promoting and supporting the institutionalization of the PDNA among the tripartite partners and other participating agencies; d) Training of trainers targeted at those in the roster to develop a wider pool of trainees that are well prepared to undertake future trainings and PDNAs; e) Reconfirming the commitment from the IASC principals in relation to the PDNAs.

PART II: EVALUATION RESULTS BY EXPECTED OUTPUT

THE LAUNCHING OF THE PROJECT

The beginning of the rollout project faced a number of challenges that had to be addressed before advancing with its implementation. Some of the challenges included the following:

1) The high level of preparation needed to launch the project

- Accommodating the number of participating agencies and their different institutional mandates and priorities,
- The changes in team members / facilitators and the adjustments required to maintain the team dynamics,
- The number of sectors for which training modules had to be prepared,
- The need to develop a case study and exercises that were practical and appropriate for the training objectives, with the data needed to facilitate group exercises.

2) The first lessons and quality improvements over time

- Adjusting to the additional time and effort involved in organizing and coordinating the trainings,
- Building and expanding the pool of experts with the capacity to facilitate the trainings,
- Adapting the training methodology to countries,
- Ensuring the participation of the key institutions and of participants with the appropriate profile,
- The training skills needed to deliver effective training.

In spite of the challenges, effort on all sides was successful in building consensus and bringing all partners on board under the common goal of the rollout project and the practical tasks that needed to be shared.

The expected outcomes of the rollout project were achieved, as will be explained in this report. In addition, the lessons learned during the initial phase and as the implementation of the project evolved have been incorporated along the way, which has enabled the rollout project to improve in quality over time.

OUTPUT 1: THE PDNA TRAINING PACKAGE

Scope of the evaluation

Assess the relevance and availability of a PDNA training package including the training guide and tools developed for the training. Evaluate its applicability and usefulness of the referred documents for purpose of training the clients targeted by the project which include regional intergovernmental organizations, national government officials, EU, WB and UN Agencies.

Key achievements

The project achieved the expected output in relation to the design of a PDNA Training Package, which was finalized with UNDG, World Bank and EU partners in March 2015.

The project implementation team undertook a comprehensive and participatory process to put together a sound compendium of technical sessions, practical exercises, case studies, role-playing and a number of complementary resources to ensure a high-quality training package. Subject experts designed the content of the sessions, which were validated by all the partners, through bilateral consultations, workshops and face-to-face discussions with subject experts.

The standard 3.5-days PDNA training course includes lectures and practical exercises based on a case study. The PDNA training is focused on the protocols, understanding the sectorial evaluations of disaster effects and impacts, and the formulation of the recovery strategy.

The training package includes: i) a set of power point modules that cover key concepts and steps of an assessment; ii) a standard case study for a group exercise on the practical application of the PDNA methodology; and iii) the PDNA training guide and DRF guide.

While the training package has been fully agreed upon by the partners, it is important to note that it is also designed to be flexible, allowing the material to be adapted to the target audience. A number of case studies and short exercises to address key concepts have been systematically incorporated to address specific local needs and interests, for example, four new case studies focused on different hazards are now

available, among them, an earthquake in Central America, and a volcanic eruption in Ecuador and floods in Africa.

This package was designed in a modular format that allows preparation of shorter overviews for busy high-level officials and other interested parties. A session that introduces the concept and approach of the DRF and guides participants through the transition of the assessment and the long-term planning challenges is also part of this package.

A condensed version of the training package has been used by the UNDG, the World Bank and EU to prepare government officials and other assessment experts in preparation for actual assessments.

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

The training materials were translated and are now available in four languages: English, French, Spanish and Portuguese.

Overall, the training package is considered valuable by those consulted for this evaluation, especially as a standardized approach to post-disaster assessments, with a well developed training package of presentations and case studies, and with strong credibility given the endorsement of the Tripartite Partners.

Main recommendations

The main recommendations made were mainly in relation to 1) refining the training package 2) improving the case studies and 3) refining the presentations.

1. Refining the training package

The training process has been evolving over time and needs to remain flexible, adapting to local conditions, target audience of trainees, and purpose of the training. Develop a more diversified portfolio of training modules, geared to different audiences (experts vs. generalists, coordination vs. sector experts, decision-

makers vs. technical practitioners) and for different purposes (advocacy, sectoral training, etc.). Key considerations in the revision of the training package include:

- Further develop the case study on “Someland” by integrating different disaster scenarios such as drought, earthquakes, etc.
- Contextualize and tailor trainings as a standard practice. The usefulness of case studies depends on their actual relevance or close proximity to the national context, the local characteristics of the hazards, vulnerabilities and risks. The general, hypothetical case studies are not as useful as more specialized tailored ones, and lead to some detachment from participants and insufficient buy-in. It should be encouraged that case studies use, as much as possible, relevant, real data and examples from the region, country, sectors and national institutions.
- Give case study more structure by using standard tools across sectors such as excel templates, and improving the material and forms used in the group exercises for calculating damage, losses and needs.
- From the existing training material, develop a half-day training module/package tailored specifically for senior participants such as from the Ministries of Finance and Planning, Resident Coordinators, Country Directors, etc. See also section on target audience.
- Revise the powerpoint presentations, to include the latest updates made over time, to simplify and reduce in length, add real case examples, make more inter-active, and synchronize with the practical exercises.
- Integrate the DRF with the PDNA trainings, and strengthen the link between the two rollout processes. Consider 2 options: a) deliver stand-alone trainings on the DRF targeting those who have received PDNA trainings; b) organize trainings jointly to cover both the PDNA and DRF, for which the training package will need some adjustment.
- Have the complete training package translated in French and Spanish, and consider translations in other key languages such as Arabic.
- Revise the PDNA Training Guide to reflect the updates made since it was initially developed, and share more widely with Tripartite Partners.

For the above revisions, consider a) organizing a 2-day workshop to jointly revise the recommendations that can be realistically addressed by the Tripartite Partners, and b) external support for some of the recommended revisions that may require professional expertise and/or significant time investment.

2. Improving the case studies

- Need to provide data that allows damage and losses to be calculated more easily, such as adding unit costs and providing pre-filled excel forms for the practical exercises. This would save participants' time making new forms and adding formulas, facilitate the group exercises, and improve the consistency among sectors. Unit costs should be provided in annex of the case study for each sector. This should be done first, before considering adding case studies on other type of hazards and/or for other contexts.
- Revise the generic forms (templates), redesigned in excel and made usable so that participants are able to enter data in them.
- There is no practical tool or exercise for the field visits, with practical data collection sheets (clarifying what info should be obtained through the field visits and from which source, and what can better be put together in the capital) – even when the objectives of the field visits are more vetting of existing obtained data, than foreseen for data collection per se.
- There is no practical method for the social impact analysis, to have dialogue/engagement with affected populations, covering all sectors.
- The case study needs final clean up and additional missing information, to make sure we have consistency between sectors, and reasonable proportional estimates for damage, loss and needs (using real costing data and assumptions from Bangladesh).
- Some see a need to simplify the case study and take out the complexity, such as the conflict dimension, while others consider conflict sensitivity as an important element in the case study as it reflects the reality of some countries.
- Revise case study for all sectors, and have one update for the whole training package.

3. Refining the PowerPoint presentations

- Update the presentations to include the modifications that have been made over time to sector presentations.
- Synchronize the presentations with the exercises to better link the theory with practice.
- Simplify the PPT presentations, to reduce length, make less general and avoid repetitions.
- Integrate more real case examples of PDNAs (especially on losses).

- Explain in the training the options in terms of rapid assessments versus full PDNAs available, considering the interest in some governments to undertake a rapid assessment, while full PDNAs are more useful for recovery planning.
- Much has evolved since 2008 when the PDNA initiative began, consider updating methodology / training package to include some of the latest applications of technologies such as social media analytics and high-resolution satellite imagery.

OUTPUT 2: THE PDNA TRAININGS

Scope of the evaluation

Evaluate the capacity building strategy put in place to enhance global, regional and country capabilities for the PDNA. Review training reports and on the basis of it verify number of trainings conducted, profile of participants and provide a breakdown of number of persons trained by their profession, and quality of the trainings conducted based on the evaluations provided by participants.

Evaluate if the capacity development of Regional Intergovernmental Organizations (RIOs) is enough for them to support future PDNAs. If not, then what are the recommendations for enabling RIO's to take a larger role in the PDNAs.

Key achievements

The trainings

The project delivered all the PDNA training events originally agreed in the project document. A total of 28 trainings were organized for approximately 1200 participants.

The capacity building strategy aimed to develop a basic global capacity as well as to strengthen regional capacities to optimize mobility and deployment of trainees and trainers, followed by country-level trainings to build national capacities to undertake PDNAs. Accordingly, the following 28 trainings were organized at global, regional and country level during the project:

- 12 national trainings for governments covering countries in Asia, Africa and Latin America / Caribbean;

- 7 trainings targeting regional inter-governmental organizations such as ASEAN, CDEMA, CEPREDENAC, ECIS, ECOWAS, IGAD and SAARC;
- 6 trainings with UN Regional Centres;
- 4 trainings were at the global level for HQ-based staff; and
- 1 training at the global level to build a network of trainers (ToT).

PDNA Trainings delivered 2013-2016

No	Location	Type	Year	No	Location	Type	Year
1	Angola	National Wshop	2015	16	Antalya Turkey	Regional ECIS	2015
2	Barbados	National Wshop	2015	17	Nigeria	Regional ECOWAS	2016
3	Bolivia	National Wshop	2015	18	Nairobi	Regional IGAD	2015
4	Burkina Faso	National Wshop	2015	19	Colombo	Regional SAARC/ESCAP	
5	Cabo Verde	National Wshop	2015	Same as ECIS	Istanbul RC	UNRCs	2015
6	Cuba	National Wshop	2015/16	Same as IGAD	Nairobi	UNRCs (East Africa)	2015
7	Ecuador	National Wshop	2015	20	Panama RC	UNRCs	2015
8	El Salvador	National Wshop	2015/16	21	Bangkok	UNRCs	2014
9	Nepal	National Wshop	2015	22	Cairo	UNRCs	2014
10	Niger	National Wshop	2015	23	Dakar	UNRCs (West Africa)	2015
11	Rwanda	National Wshop	2015	24	New York	HQ based UN staff	2013
12	SVG	National Wshop	2015	25	Geneva	HQ based UN staff	2014
13	Bangkok	Regional ASEAN	2015	26	Istanbul	Global ToT	2015
14	Barbados	Regional CDEMA	2014	27	Geneva	HQ based UN staff	2016
15	Panama	Regional CEPREDENAC	2014	28	New York	HQ based UNDP staff	2016

Additional trainings were also organized, through other partnerships and co-funding, for example in Nigeria, Rwanda, Burkina Faso, Angola and Niger with support from the Governments of Japan and Luxembourg.

The trainees

As noted, approximately 1200 people were trained, representing Governments, Regional Inter-governmental Organizations, World Bank, European Union, United Nations, and some NGOs and Academia.

The basic profile of 737 trainees was analysed in terms of the institutions they represented. As shown in the table below, the results show that 455 Government officials and 235 representatives of UN agencies were trained. An additional 19 trainees were from Regional Inter-governmental Organizations, 9 from NGOs, 8 from the World Bank, and 5 from the European Union. These numbers are indicative given that information on institutional affiliation was available only for 737 trainees out of roughly 1200 trained.

An analysis was also done of trainees in terms of the sectors they represented. As shown below, out of 409 trainees for which information is available, the sectors most represented were disaster management with 81 trainees, agriculture with 45 trainees, DRR / DRM with 39 trainees, health with 28 trainees, the environment with 23 trainees, and housing with 22 trainees. Other sectors with moderate levels of

participation were statistics / information management, WASH, planning, economy / finance, gender, and livelihoods / employment.

Profile of trainees: institutional and sector representation

Type of Institution	Trainees	Sector	Trainees
Government	455	Disaster management	81
World Bank	8	Agriculture	45
European Union	5	DRR/DRM	39
Academic	2	Health	28
Donors	4	Environment	23
NGOs	9	Housing	22
Regional NGOs	19	Statistics/info mgmt	19
UN agencies	235	WASH	17
IOM	4	Planning	16
UNICEF	14	Economy/finance	15
UNDP	96	Gender	15
FAO	19	Livelihoods/employment	13
ILO	10	Culture	10
WHO	17	Trade/Commerce/industry	9
OCHA	7	Social	8
UN unspecified	9	Protection	7
UNFPA	6	Transport	6
UN HABITAT	9	Reproductive health	6
UNHCR	1	Energy	6
WFP	6	Food security	4
UNEP	7	Tourism	4
UNESCO	10	Recovery/reconstruction	4
UN WOMEN	11	Infrastructure	4
WMO	1	Telecommunication	3
UNISDR	3	Education	3
UNOPS	1	Nutrition	2
UNESCAP	4		
Total trainees	865	Total trainees	865
Trainees with data	737	Trainees with data	409

Overall, the 28 trainings delivered and the 1200 participants trained is a high achievement, especially considering the initial challenges and the short timeframe of the project.

In terms of cost-effectiveness, the PDNA trainings have an average cost of \$46,000 per workshop much along the lines of other similar trainings (\$30,000 for national trainings, \$50,000 for regional trainings, and \$60,000 for global trainings).

The successful delivery of the trainings reflects the strong partnerships among UN agencies, the World Bank and European Union, as well as the anchoring role of UNDP, its resources, expertise and competencies.

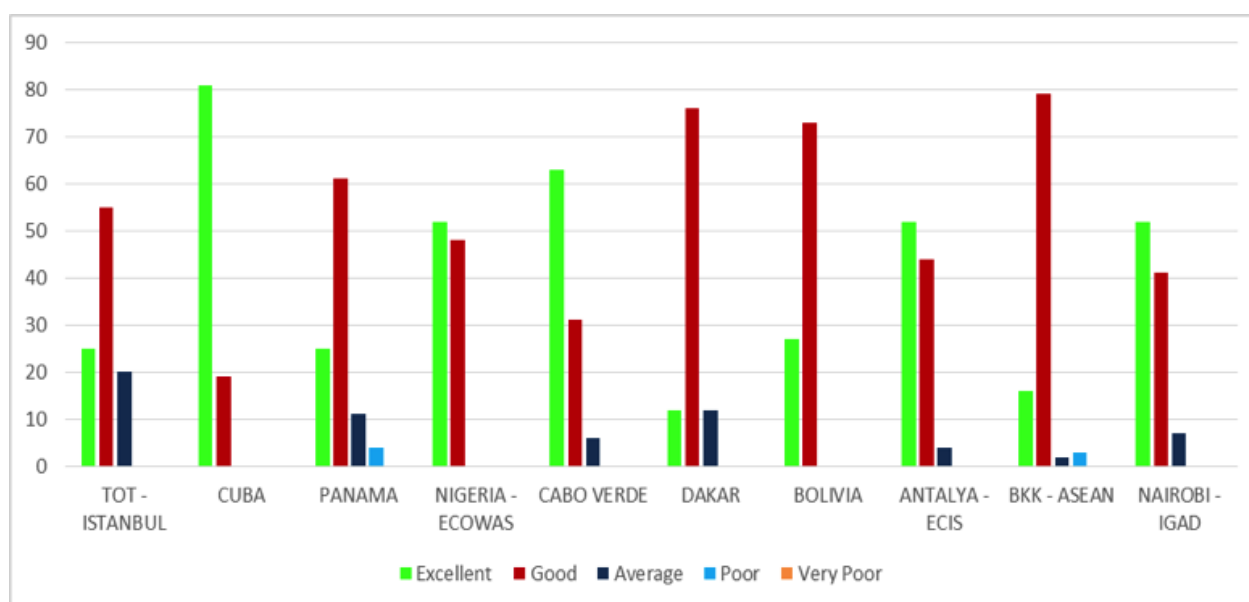
The trainings have allowed a standardized assessment methodology to be more widely known, learned and adopted by governments.

Evaluation by trainees

By and large, the feedback from participants during the evaluation has been positive in terms of the quality of the trainings delivered, with ratings that range from 'excellent' to 'very good'.

As presented in the graph below, an analysis of 10 randomly selected evaluations submitted during the trainings showed that 40 percent of participants considered the training to be 'excellent', and 53 percent rated the training as 'good'.

Summary of 10 randomly selected training evaluations



Ten questions from the standard training evaluation are summarized in the table below (using the same ten randomly selected PDNA training sessions of the chart above). These questions helped assess the perception of participants regarding the pertinence, usefulness and quality of the training package. As shown below, eight questions received an 80 percent acceptance rate, indicating good progress on overall content of the training package and its delivery. About 76 percent of participants consulted were satisfied with the time allocated for questions, answers and exchange among participants.

Average results of the standard questionnaire applied in 10 PDNA workshops

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

Main recommendations

The evaluation considered the relevance and effectiveness of the trainings, and many of the recommendations made are already noted in the above section on Output 1 since they relate to the content of the training package. In addition, the evaluation considered the target audience in relation to the selection of countries trained, government institutions, regional organizations and UN agencies, and the profile of participants. Below are the main recommendations.

Strategic recommendations

1. Building on the experience in Phase I which depended more on finding entry points or opportunities, adopt a more strategic approach to the trainings under Phase II. This includes advance planning among tripartite partners and with target countries, and criteria for the selection of countries, institutions and participants. See section on 'partnership, management and sustainability' for more specific details.

2. Ensure greater participation of the World Bank, the European Union and the UN agencies. Some of the main constraints to their participation as co-organizers and facilitators are time and funding. This can be addressed through the advance planning mentioned above, and by funding facilitators from UN agencies. See also section on 'partnership, management and sustainability'.
3. Integrate into the trainings, as standard practice, a half-day tailored session targeting senior level officials in government and partners, such as Resident Coordinators, Country Directors, EU Delegations, Ministers of Planning and of Finance, and other key decision-makers.
4. Target training for senior-level PDNA Coordinators, as a specific skill set that needs to be developed, targeting the pool of Resident Coordinators and Country Directors and similar senior members within the EU and WB.
5. Deliver a second training of trainers (ToT) that specifically targets a selected group among those in the current roster, in order to have a critical mass of well-prepared experts that can fully support trainings and PDNAs.

Target countries

Continue to prioritize national-level trainings for priority countries. Although trainings need to be demand-driven, target countries that meet agreed selection criteria such as:

- Countries that are most at risk
- Level of government or institutional commitment to institutionalize the PDNA methodology.
- Where complementary funding is available.
- Where existing DRM-related projects by governments or partners can support the institutionalization of the PDNAs, such as UNDPs '5-10-50' project.
- Prioritize Africa for training including a tailored training package for drought and a selection of institutional participants based on a mapping exercise to identify the key partners that should participate given the key role they play in drought assessments, such as national Food Security Units or inter-agency food security committees, SADC-VACs in southern Africa, the Integrated Food Security Phase Classification (IPC), FEWSNet, VAM, etc.
- Consider training in the Pacific Islands since there have been a few PDNAs but no trainings thus far.

Target institutions and participants

Improve targeting of institutions and participants by considering the following criteria:

- Focus more on training institutions rather than individuals
- Target not only disaster management institutions, since it misses the link to actual recovery, but also institutions with the mandate for recovery, development and DRR.
- Target institutions that can integrate training in their regular work programmes and budgets
- Target as a matter of standard practice the Ministry of Planning, the Ministry of Finance and key government body responsible for recovery given their critical role as decision-makers and in leading PDNAs and recovery processes.
- For regional inter-governmental organizations, clarify the objective of their participation to improve targeting, especially considering that some are key political institutions and not always operational. For example, target some IGOs to fully train them to deliver trainings in the future and target other IGOs for the half-day training for senior decision-makers given their political clout and strategic role within region.
- Consider inviting regional sector organizations, such as WAHO in the health sector.
- Within sector ministries, ensure that focal points for assessments are the ones invited to participate (e.g. in health ministries).
- Continue training for tripartite partners to further strengthen capacity and ensure sustainability.
- Consider inviting / training the “clusters”
- Target UN national staff (not only international staff) since it is more sustainable.
- Target also development staff, not only emergency staff.
- The Ministry of Culture should be invited more often to participate in trainings. If not always possible to include the sector, then some criteria can be agreed to determine when the sector should be included in the training, such as for particular types of disasters or countries (such as in Kathmandu where culture was hugely affected but had to struggle to include in the ToRs).
- Ensure trainees get professional, academic or performance recognition for taking the training.

Overall, planning ahead for the trainings and strengthening communication among partners will help ensure greater participation from sector ministries and the appointment of participants with the right profile. See also section on ‘partnership, management and sustainability’.

OUTPUT 3: THE ROSTER OF PDNA EXPERTS

Scope of the evaluation

Review the list of trainees and roster of PDNA experts added to UNDP and deployment of trainees and experts for conducting PDNA trainings and PDNA assessments. Assess whether/how the trainees have applied the tools and methodologies in trainings and when taking part in PDNAs. Assess the deployment of consultants for conducting PDNAs. Segregate/Classify the roster by language, region and provide recommendation on which areas/languages to focus for future trainings.

Key achievements

A Roster of PDNA Experts was developed as one of the key expected outputs of the rollout project. The evaluation considered the existing roster of PDNA experts to determine their profile in terms of their sector expertise, and regional and language coverage. Below are the key achievements and main characteristics of the roster.

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

An expert database was developed to facilitate the management of the pool of experts and their deployment for PDNAs. This database, managed by UNDP, is continuously populated with additional practitioners identified at the regional and country level and it constitutes a solid network of professionals to support PDNA training and implementation.

The roster of PDNA experts and sector specialists was developed and has been significantly increasing thanks to the global, regional and in-country training events. The trainings allowed the identification of new staff from UNDP, UN agencies, and other partner organizations, who progressively become part of the facilitator teams and undertake new roles and responsibilities during PDNA training.

A total of 81 experts are part of the roster. There has been an increase from 6 to 26 core trainers who can undertake all the methodological sessions and are now capable of supporting PDNA trainings.

Similarly, the number of sector specialists from the UN Agencies and the World Bank increased from 12 to 54, (4.5 times increase) since the start of the project. The number of consultants also grew to 25 independent consultants who are now part of the PDNA Express Roster managed by the Crisis Response Unit (CRU) in UNDP.

As shown in the table below which summarizes the profile of experts in the roster, there are experts in most sectors and in all regions although with differences that highlight where to focus attention to continue to build the roster during Phase II.

Profile of experts on the PDNA Roster

Agency		Region		Languages		Sector Expertise			
Experts	Agency	Experts	Region	Experts	Language	Experts	Sector Expertise	Expert	Sector Expertise
28	Consultants	11	Africa	43	Spanish	26	Core	8	DRR
6	FAO	6	Asia	17	French	10	Agriculture	7	ELSP
2	WHO	29	LAC	3	Portuguese	4	Education	4	Environment
18	UNDP	32	Global	2	Turkish	8	Governance	8	Gender
6	ILO	4	ECIS			2	Health	6	Human Impact
5	UN WOMEN	1	Arab States			13	Housing	1	Social Impact
4	UNESCO					7	Infrastructure	1	Community Infrast
2	UN HABITAT					2	Livelihoods	4	Culture
2	UNICEF					5	Macroeconomic	1	WASH
10	World Bank					2	Tourism	2	Report Writing
						2	Transport	6	DRF

Sectors such as “Core”, Agriculture, Governance, Housing, DRR, Gender and Infrastructure seem to be well represented in the roster of experts. Depending on demand, more experts in other sectors need to be added in coordination with partners, such as Social Impact and Health. Also, the roster requires experts in key non-sector specific areas of expertise such as PDNA Coordination and Report-writing.

In terms of regional coverage, Africa, Latin America and global experts are well represented in the roster, less so for Asia and ECIS which may require greater representation.

Main recommendations

1. Share and review the roster with the Tripartite Partners, and agree on the way forward. To meet the growing demand for trainings and for PDNAs, Phase II should continue to develop the roster of experts by:
 - ⇒ Filling existing gaps in terms of experts in sectors, regions, languages etc. in view of needs and increasing demand.
 - ⇒ Including as a profile the areas of expertise relating to PDNA Coordinators and Report-Writers.

- ⇒ Adding in the roster senior-level PDNA Coordinators, by integrating the pool of Resident Coordinators and Country Directors and similar senior members within the EU and WB.
2. Deliver a second training of trainers (ToT) that specifically targets a selected group among those in the current roster, in order to have a critical mass of well-prepared experts that can fully support trainings and PDNAs. Consider the following recommendations to strengthen their level of preparation to facilitate trainings and to conduct PDNAs:
 - ⇒ Preparing a more intensive training to ensure the preparation necessary.
 - ⇒ Including in-depth training sessions on priority sectors for sector specialists.
 - ⇒ Including their participation in at least 1 PDNA when there is opportunity.
 - ⇒ Targeting participants at global level and from priority regions.
 - ⇒ Training facilitators for sector groups (e.g. productive or social sectors).
 3. Sector agencies should further develop rosters from their own agencies to become sector facilitators, supplemented with external consultants.
 4. Make the PDNA roster available among partners and on-line.
 5. For the roster itself, expand the information in the database about the experts to have a fuller profile, such as the PDNAs and the trainings in which they have participated, and the list of sectors or themes for which they have expertise.
 6. Considering that Phase I of the project made an important investment in developing human capital at country, regional and global levels, Phase II should build upon this resource base by setting up a Community of Practice among trainees and members of the roster, to maintain the network community of trainees, facilitate knowledge sharing, information exchange, lessons learned, case studies and examples of good practice, information about planned trainings, etc.

OUTPUT 4: COMMUNICATION STRATEGY

Scope of the evaluation

Review the communications products developed by the project and assess its relevance in creating awareness about PDNA, the capacity building initiatives and its alignment with the EU guidelines for communication and visibility.

Key achievements

The PDNA guidelines

The PDNA rollout project is based on the two-volume *PDNA Guidelines* that were jointly developed by the UNDG, the World Bank and the EU. Volume A elaborates on the protocols for conducting a joint assessment and offers an overview of the core elements considered in a PDNA, while Volume B consists of 18 separate guidelines that provide step-by-step application of the PDNA methodology explained in Volume A for each sector.

In addition to the *PDNA Guidelines*, the World Bank, in collaboration with UNDP and the EU, developed *Disaster Recovery Framework Guidelines*. This new instrument builds on the *PDNA Guidelines* and specifically addresses the need for directives on how to translate the PDNA recovery strategy into specific medium- and long-term recovery plans and how to establish the necessary institutional framework to implement these plans. Both the PDNA and DRF guidelines were completed in July 2014.

The PDNA Guidelines Volume A and B, and the DRF Guide are available online at UNDP, GFDRR and International Recovery Platform:

<http://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/pdna.html#>

<https://www.gfdr.org/recovery-framework-0>

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

The PDNA training package

As noted in Part II of the present report, the training package developed as the first output of the roll-out project includes: i) a set of power point modules that cover key concepts and definitions and steps of an assessment; ii) a standard case study for a group exercise on the practical application of the PDNA methodology; iii) the PDNA training guide and the DRF guide.

The communication strategy for the PDNA

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

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

- PDNA rollout project branded.
- Communications products prepared and disseminated to help spread the word about the existence of the PDNA tools.
- Communications products disseminated that inform on how to access roster services and instruct experts on how they can become part of the roster (including PDNA roster added to the UNDP site for Expert Rosters).
- Community of practice knowledge exchange mechanism set up.
- High-level management within the UN is aware of the PDNA tools available, and received guidance.
- Informational documents on PDNAs (brochure, fast facts, infographic, 10 Things UNDP Does in Post-Disaster Recovery) disseminated to RCs/CDs, regional bureaus, partner agencies and government officials.
- Checklist on PDNA protocols disseminated to RCs/CDs and regional bureaus.
- Heads of other agencies are aware of the PDNA process and tools available.
- Government officials, and specifically those ministries with disaster response and preparedness portfolios, are aware of the PDNA process and UNDP's ability to provide concrete support (via the PDNA tools and PDNA briefs).
- PDNA videos² shared with top government officials, particularly those with disaster response and preparedness portfolios. It is also *proposed* to share a video that describes key steps of and requirements for a PDNA, including footage of real PDNA experiences.

² World Bank video introducing the PDNA (10 minutes, English): www.youtube.com/watch?v=sZKKMd1feVY. UNDP introduction video (5:48 minutes, Spanish, Latin America and the Caribbean): www.dropbox.com/s/ahcng7bizz1xutp/PDNA%201%20FINAL%20version%20to%20upload.m4v?dl=0.

In addition, media and internet coverage of the PDNA Rollout project was accelerated:

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

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

Collaboration with the International Recovery Platform (IRP) enabled the development of a PDNA workspace, which has been improving and is updated regularly. The most recent actions were carried out during the first quarter of 2016 and they include the following:

1. Disaster Recovery Framework

Developed a separate menu under PDNA page for "Disaster Recovery Framework"

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

2. PDNA Work space

Updated the PDNA work space page

<http://www.recoveryplatform.org/pdna/>

3. PDNA Guidelines

PDNA Guidelines appear now in a more prominent place at the IRP top page

<http://www.recoveryplatform.org/>

Main recommendations

1. Overall, those interviewed during the evaluation find the tools and communication materials developed to be very useful for awareness raising and as reference materials. This is especially the case for the PDNA Guidelines (Vol A and B), the DRF Guide, and the Training Package. Some recommended the development of other complementary communication materials, namely:
 - Briefs with lessons-learned from PDNAs
 - Examples of good practice that demonstrate how the PDNAs have been effective, such as in mobilizing financial resources or improving recovery planning, for example in Nepal or Fiji where the PDNAs were especially effective.
 - Document examples of excellence from countries where PDNAs have been successfully institutionalized, such as in Indonesia and the Philippines.
2. There is some confusion in relation to the three websites hosting PDNA materials, since there are differences in content as well as overlaps and information gaps (i.e. UNDP, GFDRR and IRP platforms). It is recommended that there be one dedicated website that houses the full range of PDNA materials available (e.g. actual PDNAs, the Guidelines, brochures, video, etc.) with an internal password-protected page for Tripartite Partners to access more sensitive materials such as the training package.

PART III: THE IMPACT OF THE PDNA ROLLOUT PROJECT

Key achievements

Beyond the specific outputs and trainings, the evaluation considered the broader impact of the rollout project taking into consideration three main elements that are outlined below together with the evaluation results.

1. The project's contribution to increasing awareness of the PDNA methodology, considered an essential element for generating demand and promoting the adoption of the methodology by governments.

There is a general consensus that the PDNA trainings have contributed significantly to increasing the awareness of governments on the PDNA as a standard methodology that is supported by the European Union, the World Bank and the United Nations, and to increasing its adoption and use by governments. Greater awareness has been achieved in countries where the EU, WB or UNDP have provided follow-up activities or where the training has been embedded into a larger DRM project, mainly with the aim of institutionalizing the PDNA method as a standardized tools, for example in Serbia, Albania, Armenia, Guatemala, etc.

The growing awareness is reflected in the increasing demand by governments for trainings on the PDNA, as illustrated in the following section.

2. The project's contribution to the institutionalization of the PDNA, considered the ultimate goal and a key ingredient for longer-term sustainability.

Although there is no measure for assessing the number of countries that have institutionalized the PDNA at country level, there are good indications that the number of countries adopting the methodology is increasing over time. Below are some examples of how the PDNA has been institutionalized, partly as a result of the PDNA trainings but naturally influenced by other complementary factors, such as a country's disaster experience in recent years or other projects implemented by one of the tripartite partners. Below are examples of where or how the PDNA has been institutionalized by a) Governments and b) Tripartite Partners

Institutionalization by Governments

- Countries such as Indonesia and Philippines are examples of best practice where the PDNA methodology has been institutionalized, adapted to the national context, and where institutional capacities to undertake PDNAs have been developed as well as regulatory instruments to guide its implementation.³
- National assessment instruments have also been adapted and developed in India, Laos, Philippines, Nepal, Kyrgyzstan, El Salvador, Cuba and Ecuador.⁴
- The Asian Disaster Preparedness Centre (ADPC) has played a key role in further promoting the PDNA within the Asia Pacific region, building capacities to undertake PDNAs, creating a roster of sector experts, integrating innovative tools into the methodology such as crowdsourcing and space technology.
- Some Pacific islands have also been institutionalizing PDNAs, such as in Fiji, Marshall Islands and Samoa.
- There have been additional requests for support in PDNA trainings, which have been delivered with separate funding, such as in Peru, Nicaragua, Honduras, Guatemala, Serbia, Moldova, Armenia.
- In some cases, there has been a cascading effect with further trainings taking place in countries outside the scope of the official rollout project, for example trainings in countries from the Eastern Caribbean States (OECS) and the South Pacific Commission.
- The institutionalization of the PDNA is also reflected in the increasing request for PDNAs made by governments when they face new disasters. It is estimated that on average there are roughly 7 PDNAs conducted per year.
- As part of the rollout project, ten countries have developed information systems and baseline for use in PDNAs: Nepal, Laos, Kirgizstan, Uganda, Rwanda, Bolivia, Ecuador, El Salvador, Cuba and Belarus.

³ EU, WB, UNDP. 2014. Institutionalizing Post-Disaster Recovery: Learning from Mentawai Tsunami and Merapi Eruption

⁴ EU, WB, UN, The Post Disaster Needs Assessment in Asia- Pacific: A Regional Overview

Institutionalization by Tripartite Partners

The institutionalization of the PDNA training has also been taking place over time among some of the tripartite partners, an important achievement that contributes to the sustainability of the PDNAs over the longer-term:

- In order to increase awareness and knowledge about the PDNA and to encourage its adoption, the European Union has delivered internal trainings for EU Delegations. Through DEVCO, the EU has also included sessions on PDNAs within its existing training programs, mainly those on ‘Resilience’ and on the ‘Security-Development nexus’, and as part of training on ‘Strengthening cooperation within fragile contexts’. Such trainings target staff, member states and EU Delegations. The PDNA is also included in several EU policy instruments used to inform delegations of the various tools available within the EU.
- The World Bank has been conducting its own internal training for staff on both the PDNA and the DRF, roughly about 4 trainings per year.
- FAO developed training material for its own internal training program for staff on the PDNA for the agriculture sector, and started to implement the training although limited due to lack of funding.
- UNESCO has been organizing small workshops to train staff at regional level and providing backstopping remotely. The PDNAs are already included in the workplan with small funding foreseen to develop full training module for internal trainings of staff that are expected to subsequently train government counterparts. The budget approval is pending from member states in 2017.
- UN WOMEN has organized internal PDNA trainings as well for its staff, for example in New York and in Bangkok.
- In UNDP, the PDNA has been institutionalized progressively since the signing of the Tripartite Agreement, with dedicated staff actively engaged in the organization and delivery of the rollout project as well as in coordinating and implementing PDNAs. In addition, there are currently plans to further institutionalize the PDNA trainings by working in partnership with other units such as the Crisis Response Unit. See also section below on ‘Sustainability’ for more examples.
- Some agencies such as WHO still face challenges internally to get the appropriate recognition for the importance of this PDNA work, perhaps because it sits in between the chairs of emergency response and (health systems) development, but also because of questions about its added value.

It would be useful to provide more evidence of the PDNAs impact such as in resource mobilization, to demonstrate their added value.

3. Preparing trainees sufficiently to undertake PDNAs.

Most partners and trainees consider that the PDNA trainings provide a moderate level of preparation to conduct PDNAs in the future, yet sufficient to enable their participation by providing the essential knowledge on the key protocols, the methodology, the sectors, and the case study. This level of preparation is seen as a realistic outcome. Ultimately, the best preparation will come from participating in an actual PDNA while receiving some technical support in the process.

Main recommendations

In order to strengthen the institutionalization of the PDNA, the following key recommendations were made:

1. Integrate the PDNA training within the larger framework of the country's DRM capacity and plans and those of partners (e.g. EU, WB or UNDP). In several cases, stronger institutionalization has taken place in countries where the EU, WB or UNDP provided follow-up support or had a larger DRM-oriented project within which to further promote the PDNA, such as in Serbia, Albania, Armenia, Guatemala.
2. Engage the commitment of governments, institutions and partners participating in the trainings, to develop preparedness for recovery, by engaging them in the preparedness process leading to the training and in the follow-up actions after the trainings. For example, agree before the training with participating government institutions to appoint the focal point involved with assessments, provide the baseline data and other information needed. Similarly, agree that there will be a follow up that will produce national guidelines for preparedness for recovery assessment, planning and implementation. This includes national guidance with the protocols/procedures (which government entity leads, how to call for assistance, appointing FPs in respective sector ministries, lead UN agencies to support sectors, which other partners to involve, coordination mechanisms, tools/methods for data collection translated in national language, role of subnational authorities in data collection, reference unit costs, baseline info ready, etc.), plus sector guidelines adapted to the country and different types of hazards that are likely to occur in that country. Inviting national (and perhaps selected regional) development partners to this could ensure the funding for the follow up, for example if a consultant is needed to help draft such a nationally adapted PDNA/RDF guidance.

3. Promote that trainees also obtain some credit or career recognition from their institutions or supervisors.
4. Strengthen the follow-up support provided to governments after the trainings, with capacity building in Disaster Risk Management that promotes the institutionalization of the PDNAs.
5. Consider providing seed funding after the training to participating governments to support the institutionalization of the PDNA and facilitate the implementation of the commitments agreed on the follow-up tasks. This may be facilitated if the training is integrated within the broader DRM strategy of the government and partners, as noted in the first point above.
6. Apply the “demonstration effect” by including in the marketing or communication strategy examples of good practice that demonstrate how the PDNAs have been effective, such as in mobilizing financial resources or improving recovery planning, for example in Nepal or Fiji where the PDNAs were especially effective. The “demonstration effect” could also be incorporated within the training itself with examples.
7. Learn from countries where PDNAs have been successfully institutionalized, such as in Indonesia and the Philippines, and consider the participation of a representative from these countries in the trainings.
8. As noted earlier, invest more in preparing for the trainings, with ample advance notice among Tripartite Partners, and time for national-level planning with governments and partners, ensuring that the right agencies are aware of their responsibilities and commitments, and have agreed/endorsed focal points (in ministries and lead support UN agencies).
9. Strengthen the institutionalization of the PDNA among Tripartite Partners, considered also essential to the longer-term sustainability of the project. The PDNA should also be embedded within the workplans and budgets of agencies.

PART IV: COORDINATION AND MANAGEMENT

The scope of the evaluation

Assess the effectiveness of the management arrangements and coordination among the partners in the implementation of the project.

Key achievements

There is broad agreement that the partnership among the EU, WB and UN agencies has strengthened over time since the beginning of the PDNA rollout project and especially since the signing of the Tripartite Agreement. Nonetheless, as noted in Part II, the beginning of the rollout project still faced a number of challenges worth noting:

- The high level of preparation needed to launch the roll-out project: the need to accommodate the number of participating agencies and their different institutional mandates and priorities, the number of sectors for which training modules had to be prepared, the need to develop a case study and exercises that were practical and appropriate for the training objectives, the adjustments required given changes in team members and therefore team dynamics.
- Delivery of the first trainings in 2014 produced its lessons as well, including recognition of the added workload involved in organizing and coordinating the trainings, the need to build and expand the pool of experts with the capacity to facilitate the trainings, the need to adapt the training methodology to countries, and ensuring the participation of the key institutions and of participants with the appropriate profile.

In spite of the challenges, effort on all sides was successful in building consensus and bringing all partners on board under the common goal of the rollout project and the practical tasks that needed to be shared. The project's flexibility enabled some of the lessons to be incorporated along the way, and as a result the training program has improved in quality over time.

The rollout has served well in using the comparative advantage of the tripartite partners, such as the WB's expertise in damage and loss, the UNs expertise in needs assessments and bottoms-up approaches, and UNDPs institutional capacities and competencies.

The many trainings organized and the high number of participants trained reflect the commitment of all partners, the good partnership, and the overall success of the project. The partnership is rated as “Good” to “Very Good”.

Main recommendations

1. Building on the achievements of Phase I and the lessons learned, develop a strategy for Phase II of the training programme that considers the following recommendations:
 - a) Standard operation procedures (SOPs) or protocols for the training process, to clarify organizational arrangements that should be standardized in preparation for the trainings, protocols for informing UNCTs, RCs, UN agencies, UN focal points in HQs, communication channels at HQ and at country level among tripartite partners, government and other partners, criteria for the selection of target countries, institutions and participants, and other similar issues considered necessary.
 - b) Develop a training plan (annual) as part of the strategy, to include a tentative schedule of trainings identifying where possible the target countries, dates for the trainings, and potential facilitators among the partners and consultants, etc.
 - c) Develop the training strategy and plan for Phase II jointly with tripartite partners to strengthen coordination. This will strengthen communication and improve preparation for trainings, and can also serve as an opportunity to identify joint opportunities such as existing DRM projects that can support the trainings, potential target countries where there are good entry points or potential demand, synergies with other training programs, etc.
2. Better prepare for each of the trainings to allow for a more contextualised and tailored training, more strategic targeting of institutions and participants, advance planning with country offices and national governments, and greater participation by partners. For example, advance planning with governments to engage their commitment and agree on follow-up preparedness actions, collection of baseline data, planning with UNDP country office and UNCT to agree on the role of the UN to work with government/NDMAs in support of recovery assessment, planning and implementation, and with agreed lead agencies by sector, and through NDMA, with the respective ministries, formally assigned

recovery focal points from sector ministries, and a designated focal point to be responsible for recovery.

3. Through the course of Phase II, strengthen internal communication with and engagement of UN agencies, to improve communication, information exchange, joint preparation and planning, sharing the roster, project reports, etc.
4. Consider funding arrangements to enable UN facilitators to participate in trainings (e.g. cover costs of consultants hired by UN agencies, business travel for UN staff).
5. In future, the sub-sector experts should be prepared to facilitate the sectoral groups (such as social, productive, infrastructure) and not only a sub-sector. This means that ideally there should be 4 facilitators: 1 generalists, 1 for social, 1 for productive, 1 for infrastructure.
6. Consider partnership with ECLAC, particularly in Latin America, to involve them as a core partner in the organization and facilitation of trainings.
7. Reconfirm, through the IASC principles, support for the PDNA approach as a standardized institutional approach, referring to the Grand Bargain's commitment for the Humanitarian Development Nexus and SDGs, Sendai, etc.

PART V: SUSTAINABILITY

The Tripartite Partners were consulted during the evaluation on their views and recommendations for making the PDNA trainings more sustainable over the longer-term.

- 1) The recommendations made in relation to the longer-term sustainability of the PDNA trainings (and PDNAs themselves) are varied and include some of the following views:
 - a) The ultimate goal, from the Tripartite Partners, should be to phase out, by handing over the training to another institution e.g. academia. However, this implies important considerations such as identifying the most appropriate institution/s, deciding what elements of the training process would be managed by the institution/s and by the Tripartite Partners, and determining how it will be funded as it will still require resources in the future.

- b) The PDNA trainings should remain embedded in and owned by the participating organizations, to ensure the institutional ownership and commitment. The same people involved in facilitations, will be the people deployed to support a PDNA when needed. The value of creating a network of people that know each other is a significant deliberate result of the trainings.
- c) Link the training to academic curricula, by establishing strategic links with education institutions or learning networks, creating either special courses or including as part of the curricula in relevant disciplines, ensuring capacities acquired are given curricular-academic credit. Such courses should be financially solvent and appropriately paid, including charging fees.
- d) Develop, as planned already, an online or e-learning training course, which may be a standard course for all or a more interactive course guided by a trainer with virtual meetings, feedback, etc. The objective of this course, however, needs to be clarified, as there seem to be different views on the rationale and purpose. For example:

- ⇒ Offer the online course as an alternative training modality to complement the existing face-to-face training programme and therefore increase the outreach to others who may not otherwise be able to participate in face-face trainings;
- ⇒ Develop the e-learning course with a view to replacing the face-to-face trainings, thereby ensuring a more cost-effective and sustainable training programme;
- ⇒ Design the e-learning course to cover the concepts and theory, as required preparedness for all participants, so that the face-to-face training can focus more on the exercises and practical aspects of doing a PDNA (and made shorter).

Regarding the above views and options, it is necessary to assess which option is most viable in relation to meeting the objective of making the training more sustainable over the long term versus which represent complementary training modalities to increase outreach or improve the overall PDNA training programme.

- 2) Some of the recommendations already noted in this report would also make a significant contribution to making the process more sustainable over the longer-term. For example:
 - a) Gaining the commitment and engagement of governments in preparing for the trainings and in following-up with preparedness measures after the trainings, to strengthen the institutionalization of the PDNAs (as noted above in section on 'the impact of the project').

- b) Strengthening the follow-up support provided to governments after the trainings, with capacity building in Disaster Risk Management / Resilience and the integration of PDNAs within national DRM systems.
 - c) Adding to the objectives of the project that, at the end of Phase II, 50 countries (more or less) will have recovery preparedness plans and protocols that include PDNAs, developed between government and development partners.
 - d) Promoting and supporting the institutionalization of the PDNA among the tripartite partners and other participating agencies, including the expansion of sector rosters, as this is also a key strategy for ensuring future sustainability. Consider mobilizing additional resources jointly to complement existing funding.
 - e) UNDP is the sole disbursing and funded agency under the UN partnership, and this reflects the difficulties other UN agencies might have in the future to continue to assist in the rollout phase II. Lobby more for staff cost coverage for the UN facilitators, maybe through the contribution / involvement from the WB side to the second phase of the project.
 - f) Training of trainers targeted at those in the roster to develop a wider pool of trainees that are well prepared to undertake future trainings and PDNAs.
 - g) Reconfirming the commitment from the IASC principals.
 - h) Building on and expand the 10 countries that have been selected under Phase I by UNDP to develop national information systems and baselines for use in PDNAs.
- 3) In UNDP, there are plans for further internal capacity building, linking Phase II of the PDNA rollout project with other internal projects that are complementary and mutually reinforcing. For example:
- a) To work in partnership with the Crisis Response Unit (CRU) for the delivery of trainings in the future and to progressively include experts in the PDNA roster into the established procedures and protocols of UNDPs CRU.
 - b) Explore the development of a pool of Senior Recovery Advisors who can be deployed to support UNDP management, the Resident Coordinators and senior government officials during the initial preparatory phase of the PDNAs
 - c) Linking with the '5-10-50' programme, UNDPs new 10-year global programme in support of country efforts to reduce the risk of disasters, which will support 50 countries over 10 years
 - d) The Global Capacity Building project, which can be given a stronger country focus.

- e) The Recovery Preparedness project, which may provide some seed funding after the trainings to support follow-up preparedness.
- f) Current plans to set-up a Recovery Facility in the future can be linked to the rollout project.

PART VI: CONCLUDING REMARKS

The rollout project achieved the four expected outputs and incorporated improvements as implementation evolved thereby increasingly the quality of the outputs over time. This is a significant achievement especially considering the short timeframe and the initial challenges faced in launching the project.

Overall, the feedback from participants during the evaluation has been positive in terms of the quality of the trainings delivered, with ratings that range from ‘excellent’ to ‘very good’. The training is considered valuable as a standardized approach to post-disaster assessments, with a well-developed training package of presentations and case studies, and with strong credibility given the endorsement of the Tripartite Partners. This is also reflected in the positive evaluation and rating given by trainees during the trainings themselves.

The successful delivery of the project reflects the strong partnerships among UN agencies, the World Bank and European Union, as well as the anchoring role of UNDP, its resources, expertise and competencies. During the evaluation, the partnership was rated as “Good” to “Very Good”.

The project also achieved results beyond the expected outputs and has had a wider impact, particularly in fostering a growing awareness of the PDNA as an effective methodology and the trainings as an important tool, which is reflected in the increasing demand by governments for trainings on the PDNA. There is also a cascading effect as additional trainings have been organized through other partnerships and co-funding.

In addition, the adoption of the PDNA methodology has been increasing over time as exemplified by the number of countries that have institutionalized the PDNA. There has also been an important process of institutionalization among the Tripartite Partners, with PDNA trainings taking place internally within the EU, WB, UNDP, FAO, UNESCO and UN WOMEN.

The project’s contribution to the institutionalization of the PDNA is the ultimate goal and a key ingredient for longer-term sustainability.

Finally, the project was successful in building consensus and bringing all partners on board under the common goal of the rollout project and the practical tasks that needed to be shared. The rollout has served well in using the comparative advantage of the tripartite partners, such as the WB's expertise in damage and loss, the UNs expertise in needs assessments and bottoms-up approaches, and UNDPs institutional capacities and competencies.

Building on the achievements of the rollout project as well as the lessons learned, Phase II of the project can move forward in consolidating and improving the four outputs based on the valuable feedback provided by trainees and Tripartite Partners during the present evaluation. Of the many recommendations made, the table below presents a summary of the key next steps that may be prioritized to prepare the ground for Phase II of the project.

Key next steps to prepare Phase II of the rollout project

Partnership, coordination and management

Develop SOPs jointly with Tripartite Partners for implementing Phase II of the rollout project. Include in the SOPs the following:

- Procedures for the project rollout process, to clarify organizational arrangements that should be standardized,
- Clear roles and responsibilities among Tripartite Partners,
- Communication protocols among Tripartite Partners, at HQ and country level,
- Criteria for the selection of target countries, institutions and participants,
- A training plan with a tentative schedule of trainings.
- Funding procedures for facilitators among Tripartite Partners

The training strategy to improve the impact of the project

Develop the training strategy for improving the overall impact of the project, and agree on the approach to achieve this in relation to the following:

- Anchoring the trainings within the larger framework of the country's DRM capacity and plans and those of partners (e.g. EU, WB or UNDP).
- Engaging the commitment of governments, institutions and partners participating in the trainings, by engaging them in the preparedness process leading to the training and in implementing follow-up preparedness actions after the trainings that will strengthen the institutionalization of the PDNAs.
- Preparedness for the trainings, with ample advance notice among Tripartite Partners to ensure clear responsibilities and commitments, relevant target institutions and participants, and identification of facilitators; and with advance national-level planning with governments and partners to obtain baseline data and help to tailor the training to the national context.
- Strengthening the follow-up support provided to governments after the trainings to ensure they implement their commitments and have the necessary support.

- Providing seed funding after the training to participating governments to support the institutionalization of the PDNA and facilitate the implementation of the commitments agreed and the follow-up tasks.
- Supporting the institutionalization of the PDNA among Tripartite Partners.

The PDNA Training Package

Revise and fine-tune the PDNA Training Package, particularly the following elements:

- Develop a more diversified portfolio of training modules geared to different audiences and objectives;
- Develop case material for different disaster scenarios (e.g. drought, earthquakes, etc.);
- Design and agree on the approach to contextualize and tailor future trainings to the national context;
- Give case study more structure by using standard tools across sectors such as excel templates, and improving the data and forms used in the group exercises;
- Refine and update the powerpoint presentations; and
- Integrate the DRF with the PDNA training package.
- Integrate / update the half-day training session for senior decision-makers.

Targeted Trainings

In addition to national-level trainings that will take place during Phase II, plan also for trainings targeting the following:

- A selected group among those in the current roster, in order to further develop their capacities and consolidate a critical mass of well-prepared experts that can fully support trainings and PDNAs.
- Senior-level PDNA Coordinators, as a specific skill set that needs to be developed, targeting the pool of Resident Coordinators and Country Directors and similar senior members within the EU and WB.

In addition, target senior decision-makers, as standard practice in all trainings, with a half-day tailored session targeting senior level officials in government and partners, such as Resident Coordinators, Country Directors, EU Delegations, Ministers of Planning and of Finance, and other key decision-makers.

ANNEXES

ANNEX 1: Interviews Conducted for the Evaluation

During the evaluation a total of 42 interviews were conducted. This included face-to-face consultations with the Tripartite Partners which took place in New York (14-16 November 2016), Washington DC (17 November 2016), Geneva (22 November 2016), and Brussels (24 November 2016). Below is a list of those interviewed during the evaluation.

	Name	Title	Institution
1	Ara Barseghyan	Acting Director	DRR National Platform, Armenia
2	Mourtalla Mahamane Mourtalla	Humanitarian Programme Officer	National NGO Karkara, Niger
3	Viviana I. Mus Morán	Analysis and DRR, Planning Secretariat	SEGEPLAN, Guatemala
4	INGABIRE Veneranda	SPIU Coordinator	DRM & Refugee Affairs Ministry, Rwanda
5	Mr. Philippe Habinshuti	Director	Disaster Response & Recovery MIDIMAR, Rwanda
6	Dinoska Pérez		COPECO, Honduras
7	Leonardo Espinosa	Subsecretario de Información lespinosa@senplades.gob.ec	SENPLADES, Ecuador
8	Emilio Ochoa	Consultant	SENPLADES, Ecuador
9	Claes Andersson		EU
10	Ricardo Zapata	PDNA Consultant	EU
11	Dr. Jean Jacques Lauture	Policy Officer	EU
12	Roger Bellers	ECHO	EU
13	Mihaela Haliciu	Policy Officer	EU
14	Josef Lloyd Leitmann	Lead, Disaster Risk Management Specialist, GFDRR	WB
15	Tahir Akbar	Disaster Risk Management Specialist, GFDRR	WB
16	Doekle Geert Wielinga	Senior Disaster Risk Management Specialist	WB
17	Natalia Rodriguez	Consultant, GFDRR	WB

18	Andrew James Judaprawira	Consultant, GFDRR	WB
19	Osmar Velasco Lopez	Consultant	WB
20	Sandra Buitrago	Consultant	WB
21	Andre Griekspoor	PDNA focal point	WHO
22	Federico Negro	PDNA focal point	ILO
23	Daniele Barelli	Assessment Specialist	FAO
24	Mattias Mollet	Assessment Specialist	FAO
25	Giovanni Boccardi	PDNA focal point	UNESCO
26	Jo Scheuer	Director BPPS-CDT	UNDP
27	Krishna Vatsa	Recovery Advisor BPPS CDT	UNDP
28	Rita Missal	Policy Specialist BPPS CDT	UNDP
29	Jeannette Fernandez	Project Manager BPPS CDT	UNDP
30	Chiara Mellucci	Policy Specialist BPPS CDT	UNDP
31	Cecilia Aipira	PDNA focal point	UN Women
32	Shairi Mathur	Disaster recovery Specialist	UNDP Bangkok
33	Stanislav Kim	Programme Specialist Recovery, Early Warning Systems and Response	UNDP Regional Bureau for Europe and CIS
34	Lucile Gingembre	Project Coordinator Preparedness for Disaster Recovery	UNDP Regional Center for Africa
35	Diawoye KONTE	Disaster Reduction and Recovery Advisor	UNDP Niger
36	Armen Grigoryan	Regional Team Leader, DRR	UNDP Istanbul
37	Iria Touzon	Consultant, DRR and Recovery	UNDP Cabo Verde
38	Sandra Martins	Planning, Monitoring, Evaluation Analyst	UNDP Cabo Verde
39	Celestin Zongo	Analyste de Programme en Prévention des Crises, Relèvement et Réduction des Risques de Catastrophes	UNDP Burkina Faso
40	Sanny Ramos Jegillos	DRM and Recovery Team Leader	UNDP Bangkok
41	Nury Bermúdez	National Advisor, Risk Reduction	UNDP Ecuador
42	Asha Kambon	PDNA Consultant	

ANNEX 2: Roster of PDNA Experts

	Name	Last Name	Organization	Region of Interest	Expertise 1	Expertise 2	Expertise 3	Language 1	Language 2	Language 3	WS1	WS2	WS3	WS4	WS5	WS6	WS7
1	Alberto	Bigi	FAO	Global	Agriculture			English	Spanish	French	CEPREDENAC	Panama	Bolivia				
2	Alcira	Sandoval	UNESCO	LAC	Culture			Spanish	English		PDNA Ecuador						
3	Alejandra	Adoum	Consultant	LAC	Report Writing			Spanish	English	French	Ecuador						
4	Ana Maria	Torres	WB	LAC	Macroeconomic			Spanish	English		Panama						
5	Andre	Griekspoor	WHO	Global	Health			English			ToT	IGAD	ECIS	Dakar	Cairo		
6	Angeles	Arenas	UNDP	Global	Core	Governance	DRR	Spanish	English								
7	Annie	George	Consultant	Asia				English			ToT						
8	Antonio	Querido	UNDP	Africa	DRR	Governance		English	Portuguese		Cabo Verde						
9	Asha	Kambon	Consultant	Global	Core	Gender	Gender	English			ToT	Barbados	SVG	Cairo	CDEMA		
10	Assan	Ngombe	UNDP	Africa	Core			English			IGAD						
11	Berta	Aliko	UNWOMEN	Global	Gender			English									
12	Boris	Falatar	UNESCO	Global	Culture	Tourism		English	French		ToT						
13	Carlo	Ruiz	UNDP	LAC	Core	ELSP		Spanish	English		Ecuador	Bolivia					
14	Carolina	Portaluppi	Consultant	LAC	Core	Macroeconomic	Human Impact	Spanish			Panama	Ecuador					
15	Carolina	Dreikorn	UNDP	LAC	DRR	Governance		Spanish	English		Panama	El Salvador					
16	Carolina	Diaz Giraldo	WB	LAC	DRR			Spanish	English		Panama	El Salvador					
17	Cecilia	Aipira	UNWOMEN	Asia	Gender			English			ASEAN						
18	Chiara	Mellucci	UNDP	Global	Core	Agriculture		English	Spanish	French	ToT	Rwanda	Burkina	Cabo Verde			
19	Claudio	Osorio	Consultant	LAC	Housing	WASH		Spanish	English		Ecuador						
20	Dan	Stothart	UNEP	LAC	Environment			English	Spanish		Panama	PDNA Ecuador					
21	Daniele	Barelli	FAO	Global	Agriculture			English			ToT	IGAD	Cabo Verde	Dakar			
22	David	Evans	UNHABITAT	Global	Housing			English									
23	Don	Nelson	Consultant	Global	SIAD drought			English	Portuguese								
24	Edouard	Ereno Blanchet	WB	Global	Infrastructure	DRF		English	Spanish	French	ToT						
25	Efrain	Quicana	ILO	LAC	Livelihoods			Spanish			Ecuador						
26	Emilio	Ochoa	Consultant	LAC	Core	Human Impact		Spanish			Panama	Ecuador					
27	Emmanuel	Torrente	Consultant	Asia	Core			English			ToT	ASEAN					
28	Erdem	Ergin	WB	ECIS	Infrastructure	DRF		English	Turkish		ToT	ECIS					
29	Esteban	Leon	UNHABITAT	Global	Housing			Spanish	English		Several						
30	Federica	Pilia	Consultant	Africa	Education	DRR	Facilitation	Italian	Portuguese	English	Angola						
31	Federico	Negro	ILO	Global	ELSP			English	Spanish	French	Panama						
32	Giovanni	Boccardi	UNESCO	Global	Culture												
33	Gustavo	Garcia	FAO	LAC	Agriculture			Spanish			Ecuador						
34	Hemang	Karelia	WB	Global	Infrastructure	DRF		English			ToT	Nepal					
35	Herve	Berger	ILO	ECIS	ELSP			French	English		ECIS						
36	Hossein	Kalali	Consultant	Africa	ECIS	Core	Housing	Community Infra	English	French	Burkina						
37	Ian	King	UNDP	LAC				English									
38	Iria	Touzou	Consultant	Africa	Core	DRR	Governance	English	Spanish								
39	Jacques	Conforti	FAO	Africa	Agriculture			French	English		Burkina	ECOWAS	Nigeria				
40	Janneke	Kukler	UNWOMEN	Asia	Gender			English			ToT						
41	Jeannette	Fernandez	UNDP	Global	Core	Housing	Transport	Spanish	English		ToT	IGAD	ECIS	Dakar	Bolivia	Ecuador	Nairobi
42	Julien	Schweitzer	ILO	Global	ELSP			English	Spanish		ToT	ASEAN	Bolivia	Ecuador			
43	Krishna	Vatsa	UNDP	Global	Core	Housing	Human Impact	English			ToT	ASEAN	Nepal				
44	Laura	Olson	Consultant	Global	Core	ELSP	Conflict	English			ToT	Angola	Cabo Verde				
45	Laura	Acquaviva	Consultant	LAC	Governance	Human Impact		Spanish			Panama	Ecuador					
46	Linda	Zilbert	Consultant	LAC	Human Impact	Governance		Spanish			CEPREDENAC	Panama	Bolivia				
47	Lisa	Bender	UNICEF	Global	Education			English			Bangkok						
48	Louise	Agathe	FAO	Africa	Agriculture			French	English		Nairobi	Cote d'Ivoire					
49	Lucile	Gingembre	UNDP	Africa	Core	DRR	Governance	English	Spanish	French	Dakar	Cabo Verde	Niger				
50	Luis	Gamarra	UNDP	LAC	Core	Education		Spanish	English		ToT	CEPREDENAC	Panama	El Salvador			

51	Mare	Lo	Consultant	Africa	Core			French	English		ToT	Dakar	Burkina				
52	Margarita	Nunez	Consultant	LAC	Environment			Spanish	English		Ecuador						
53	Matthias	Mollet	FAO	Global	Agriculture			English	Spanish		ToT	ECIS	Panama	El Salvador			
54	Michal	Nekvasil	Consultant	ECIS	Environment	Macroeconomic		English	Spanish	French	Panama	ECIS					
55	Monica	Trujillo	Consultant	Global	Report Writing	Agriculture	DRR	English	Spanish								
56	Muralee	Thummarukudy	UNEP	Global	Environment			English									
57	Myriam	Urzuu	Consultant	LAC	Macroeconomic	Transport		Spanish									
58	Naresh	Singh	Consultant	Global	ELSP	Conflict		English			IGAD						
59	Natalia	Rodriguez	WB	Global	Core	DRF		English	Spanish	French	Panama	Ecuador					
60	Nury	Bermudez	UNDP	LAC	Core	Housing	Planning	Spanish			Panama	Ecuador					
61	Osmar	Velasco	Consultant	LAC	Core	Housing	Infrastructure	Spanish	English		ToT	Panama	Bolivia	Ecuador	El Salvador		
62	Patricio	Placencia	Consultant	Global	Housing			Spanish	English		Ecuador						
63	Puk	Ovesen	UNWOMEN	Global	Gender			English									
64	Rachel	Dore-Weeks	UNWOMEN	Arab States	Gender			English			ToT						
65	Rafael	Vanderborght	WB	LAC	Macroeconomic			Spanish	English		Panama	El Salvador					
66	Raja	Rehan	WB	Global	Core			English			ToT						
67	Redha	Ameur	ILO	Africa	ELSP			French	English		Burkina	ECOWAS					
68	Ricardo	Zapata	Consultant	Global	Core	Agriculture	Infrastructure	Spanish	English	French	ToT	CEPREDENA	IGAD	Cabo Verde	Nairobi		
69	Rita	Missal	UNDP	Global	Core			English			Cairo						
70	Rocio	Chain	UNDP	LAC	Human Impact	Governance		Spanish	English		Bolivia						
71	Roddy	Camino	WHO/PAHO	LAC	Health			Spanish			Ecuador						
72	Rodrigo	Guardia	WB	LAC	Core	Housing	Infrastructure	Spanish	English		Panama						
73	Ruth	Custode	UNICEF	LAC	Education			Spanish			Ecuador						
74	Sandra	Buitrago	Consultant	LAC	Core			Spanish			ToT	Panama	El Salvador				
75	Seth	Vordzorgbe	Consultant	Africa	Core			English			ToT						
76	Shairi	Matthur	UNDP	Asia	Core			English			ASEAN						
77	Sinisa	Sesum	UNESCO	Global	Culture	Tourism		English	French		ToT						
78	Tahir	Akbar	WB	Global	Infrastructure	DRF		English			ASEAN						
79	Vincent	Little	Consultant	LAC	Agriculture			English			ToT	CDEMA	Angola				
80	Vivek	Rawal	Consultant	Asia	Housing			English			ToT	ASEAN					
81	Xavier	Estupinan	ILO	LAC	Livelihoods			Spanish			Ecuador						
82	Yasemin	Aysan	Consultant	ECIS	Housing			English	Turkish		ToT	ECIS					
83	Yolanda	Villar	UNDP	LAC	Gender			Spanish			Panama	El Salvador					

ANNEX 3: Guide for Interviews / Consultations (Tripartite Partners)

Relevance and effectiveness

1. The effectiveness of the training package for training participants to conduct a PDNA, considering the following:
 - a) The PDNA Training Guide and Guidelines Vol A and B
 - b) Case studies
 - c) Group work / exercises
 - d) Examples of PDNAs used
 - e) The sector-specific training
 - f) The method for calculating damage and losses
 - g) The training process (organization, facilitation, participatory approach)
 - h) Other
2. The relevance of the training for the following:
 - a) Relevance to the participating countries
 - b) Relevance to disasters affecting countries/regions
 - c) Relevance to participating organizations/ministries
3. Additional post-training follow-up support that is required:
 - a) Technical support
 - b) Provision of training or course material
 - c) Tools and / or communication material
 - d) Other
4. Strengths, limitations, improvements:
 - a) What do you consider to be the main strengths of the trainings?
 - b) What have been some of the main limitations of the trainings?
 - c) What could be improved?
5. How would you measure the overall relevance and effectiveness of the training package?
a) Excellent b) Very good c) Good d) Fair e) Poor

Impact

1. Rate the extent to which the PDNA trainings have had an impact on the following:
Select: a) excellent b) Very good c) Good d) Fair e) Poor
 - a) Raising awareness about the PDNA methodology
 - b) Promoting the adoption of the PDNA as a standard methodology.
 - c) Promoting further trainings by governments and other partners (cascading effect)
 - d) Preparing participants sufficiently to conduct PDNAs
 - e) Other
2. Level of preparation which the training provides to participants, to conduct a PDNA:
 - a) High -well prepared
 - b) Medium -somewhat prepared
 - c) Low -not yet prepared
3. What is needed to ensure participants are well prepared to conduct PDNAs in the future?
4. What are the main positive impacts of the PDNA Roll-out project?

5. How would you measure the overall impact of the project?
a) Excellent b) Very good c) Good d) Fair e) Poor

Target Audience / Participants (trainees)

1. Appropriateness and relevance of target audience:
 - a) The selection of countries trained
 - b) The selection of government institutions
 - c) The selection of regional inter-governmental organizations
 - d) The selection of UN agencies, UN regional centers
2. Appropriateness and relevance of participants (profile of trainees):
 - a) The profile of government participants, and those from regional organizations
 - b) The profile of staff in EU, WB, UN agencies
3. Recommendations for the future selection of trainees (phase II), in terms of:
 - a) target organizations
 - b) priority countries
 - c) profile of participants

Partner Participation (as tripartite partners)

1. What has been the main role played in supporting the PDNA trainings?
2. What have been the challenges or constraints in participating in the trainings?
3. Recommendations for facilitating participation in future trainings.

Partnership, Coordination, Management

1. Main challenges in the management and coordination of trainings?
2. What have been the strengths of the tripartite partnership in relation to collaboration with the trainings?
3. Rate the overall effectiveness of the partnership, coordination, management:
a) Excellent b) Very good c) Good d) Fair e) Poor
4. Suggestions for strengthening the partnership and future collaboration in phase II of the PDNA roll-out.

Roster

1. To what extent is the current roster sufficient to support PDNA trainings in the future? In terms of the following:
 - a) The number of trainees in the roster
 - b) The profile of trainees in the roster
 - c) Sufficient training, technical expertise / capacity
 - d) Sectoral distribution of trainees

- e) The regional distribution of trainees available
- f) The languages covered by the trainees

2. Are the administration and management procedures to use the roster sufficiently effective to meet the needs? E.g. identifying the right candidates, availability, ease of deployment, etc.
3. Recommendations for improving the roster.

Tools and communication

1. What tools and communication materials have been used and how?
 - a) The PDNA Training Guide
 - b) The PDNA Methodology Volume A
 - c) The PDNA Sector Guidelines in Volume B
 - d) PDNA promotional materials (briefs, brochures, etc)
 - e) Websites (UNDP, IRP, GFDRR)
 - f) Examples of past PDNAs
 - g) Social media (linkedin)
 - h) Other
2. Have the tools and communication materials been relevant and useful? How?
3. How would you rate the ease of access to the tools and communication materials?
 - a) excellent b) Very good c) Good d) Fair e) Poor
4. What additional tools and communication material are needed for phase II of the PDNA roll-out, and how can access be improved?

Sustainability

1. How can the PDNA trainings be made more sustainable during phase II of the PDNA roll out and beyond?
2. Is out-sourcing the training viable (e.g. to a university or private sector)? If so, to what institution/s and in what ways can they be involved?

KEY recommendations

1. KEY strategic recommendations for improving future trainings under phase II:

- 1) _____
- 2) _____
- 3) _____

ANNEX 4: Guide for Interviews / Consultations (Trainees)

Background

Name: _____

Participated in which PDNA training (country, date): _____

Job title at the time of PDNA training: _____

Institution: _____

Country location: _____

Type of job responsibility: a) technical b) management

Relevance and effectiveness

1. The usefulness and effectiveness of the training methodology for learning to conduct a PDNA:

- a) The guidelines Vol A and B
- b) The sector guides / presentations
- c) Case studies
- d) Group work / exercises
- e) Examples of PDNAs used
- f) Participatory approach
- g) The training process
- h) The method for calculating damage and losses
- i) Other

2. The relevance of the training:

- a) Was training relevant to country / region?
- b) Was it relevant to disasters affecting country/region?
- c) Was it relevant or applicable to your organization/ministry?
- d) Was it conducive to learning how to undertake a PDNA?

3. Additional post-training follow-up support received or that would be useful:

- a) Technical support
- b) Training or course material
- c) Communication material
- d) Other

4. Strengths, limitations, improvements:

- a) What do you consider to be the main strengths of the training received?
- b) What were some of the main limitations of the training?
- c) What could be improved?

5. How would you measure the overall effectiveness of the training package?

a) excellent b) Very good c) Good d) Fair e) Poor

Impact

1. How the PDNA training has been applied in practice (how, where, when):

- a) Participated in conducting a PDNA
- b) Provided technical support to government, ministries or other institutions
- c) Facilitated a PDNA training
- d) Other

2. Relevance of the training to how it was applied (i.e. in conducting a PDNA):

- a) What elements of the training were used?
- b) What more was needed but not included in the training?

3. Current level of preparation to conduct a PDNA:

- a) High -well prepared
- b) Medium -somewhat prepared
- c) Low -not yet prepared

4. Additional support needed to be well prepared to conduct a PDNA in the future?

5. How would you measure the overall impact of the training?

a) excellent b) Very good c) Good d) Fair e) Poor

Tools and communication

1. What tools and communication materials have been used since the training and how?

- a) The PDNA Training Guide
- b) The PDNA Methodology Volume A
- c) The PDNA Sector Guidelines in Volume B
- d) PDNA promotional materials (briefs, brochures, etc)
- e) Websites (UNDP, IRP, GFDRR)

- f) Examples of past PDNAs
 - g) Social media (linkedin)
 - h) Other
2. Have the tools and communication materials been relevant and useful? How?
 3. What additional tools and communication material are needed?

KEY recommendations

1. KEY recommendations for future trainings:

- a) _____
- b) _____
- c) _____