



United Nations Development Programme (UNDP)

**Thematic Evaluation of the Disaster Risk Reduction and
Recovery for Building Resilience of
the Bangkok Regional Hub 2018 - 2023**

Final Report

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LIST OF ACRONYMS

ASEAN	Association of Southeast Asian Nations
BBB	Build back better
BRH	Bangkok Regional Hub
BRH DRT	Disaster Risk Reduction and Recovery for Building Resilience Team at the UNDP Bangkok Regional Hub
CO	Country Office
COBP	CO annual business plans
DRT	Disaster Risk Reduction and Recovery for Building Resilience Team
DEI-DSN	Development Solutions Network on Diversity, Equity and Inclusion
ERG	Evaluation reference group
ERM	Enterprise risk management
GE	Gender equality
GPN	Global policy network
IBC	Issue-Based Coalition
IFRC	International Federation of Red Cross and Red Crescent
LNOB	Leave No One Behind
MCO	Multi Country Office
MoU	Memorandum of Understanding
OECD DAC	Organization for Economic Co-operation and Development Assistance Committee
PDNA	Post Disaster Needs Assessment
RBAP	Regional Bureau for Asia and the Pacific
ROAR	Results oriented annual reporting
RPD	Regional Programme Document
SFDRR	Sendai Framework for Disaster Risk Reduction
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNEG	United Nations Evaluation Group
UNESCAP	Economic and Social Commission for Asia and the Pacific
WMO	World Meteorological Organization

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PROJECT AND EVALUATION INFORMATION DETAILS

Project/outcome information		
Project/outcome title	Strengthened resilience in Asia-Pacific region / Strengthen value proposition of the global DRT	
Relevant Project ID ¹	00092221, 00110822, 00092175, 00108057 and 00123470	
Corporate outcome and output	RPD Outcome 3	
Country	All countries in Aia and the Pacific	
Region	Asia-Pacific	
Date project document signed	2018 – 2023	
Project dates	Start	Planned end
	2018	2023
Total committed budget	NA – as there is no project operating during the evaluation period	
Project expenditure at the time of evaluation	USD 6,980,642 cumulative budget of the mentioned project id above.	
Funding source	Asian Development Bank, Fujitsu, the governments of Japan and Luxembourg	
Implementing party	UNDP	

Evaluation information		
Evaluation type (project/outcome/thematic/country programme, etc.)	Thematic evaluation	
Final / midterm review / other	Other	
Period under evaluation	01.04.2018	31.12.2023
		<i>Planned end</i>
Evaluator	Magda Stepanyan	
Evaluator email address	magdastepanyan@yahoo.com	
Evaluation dates	Start	Completion
	03.10.2023	30.06.2024

¹ Considering the fact that thematic evaluation does not target any project under Disaster Risk Reduction and Recovery for Building Resilience Team (DRT) in particular, the provided Project IDs, budgets and donor list are derived from all development project that the DRT has implemented since 2018. The evaluation results are therefore not targeting to any project mentioned here in particular.

EXECUTIVE SUMMARY

Introduction

This thematic evaluation is commissioned by the Disaster Risk Reduction and Recovery for Building Resilience of the Bangkok Regional Hub (BRH DRT) to explore its contribution to resilience building in Asia-Pacific region and beyond. The evaluation covered the period of 2018 – 2023 and was carried out during the period of October 2023 - March 2024 period.

Portfolio of Interventions

This thematic evaluation explores the BRH DRT's contribution to resilience building in the Asia-Pacific region across four strategic priorities at regional and country levels: (i) *integrated risk governance*; (ii) *disaster and climate risk information*, (iii) *sustainable recovery*, and (iv) *early warning and preparedness*. The BRH DRT's portfolio of activities is realized through several modalities that include (i) implementation of regional projects or regional elements of global projects; (ii) technical support and advisory services to Country Offices (COs)/Multi-Country Offices (MCOs), and (iii) crisis management support to COs/MCOs in time of emergencies. The list of selected regional projects and global projects with regional components proposed by the BRH DRT for this evaluation includes:

- Accelerating DRR and Enhancing Crisis Response through Digital Solutions (DX4Resilience), 2020-2022
- Partnership for Strengthening School preparedness for Tsunamis in the Asia Pacific region (Tsunami project), 2017-2023
- Global Centre for Disaster Statistics (GCDS), 2017-2020
- Next Generation of Disaster Loss and Damage Tracking System, since 2020 - on-going
- (part of the global programme) Building Capacities for Resilient Recovery, 2018-2020
- (part of the global programme) Building Disaster-Resilient Infrastructure through Enhanced Knowledge
- ASEAN-UNDP Collaboration, since 2021 - on-going

Purpose and intended users

The **purpose** of this thematic evaluation is twofold: (i) to provide systematic and evidence-based assessment of the contribution of the UNDP BRH DRT towards building resilience in the Asia-Pacific region and beyond; and (ii) to provide strategic recommendations for the future programming and planning within the region and beyond. The **primary intended users** of this evaluation include the UNDP BRH DRT, UNDP Crisis Bureau, UNDP GPN, UNDP COs, as well as UNDP RBAP and UNDP BRH teams across various thematic areas. The evaluation findings could also be informative to a broader range of international, regional, and national partners and stakeholders concerned with resilience building.

Evaluation approach and methodology

The ***data collection methods*** included *desk review, semi-structured interviews (59 interviews, whereby 43 men and 16 women), and case studies for the Philippines and Indonesia*. The evaluation applied *triangulation principle* to utilize multiple sources for data and methods. The context-sensitive *contribution analysis* was used for ***data analysis*** to support *reasonable conclusions about the contribution* made by the BRH DRT towards the efforts at the global, regional, and national levels. The contribution analysis was carried out following evaluation criteria proposed in the Term of Reference (ToR), i.e. relevance and coherence, effectiveness, efficiency, and sustainability. The evaluator applied the method of *constant comparison* to allow determining the dynamics of the patterns observed vis-à-vis (i) constantly moving expectations for resilience building in Asia – Pacific region; and (ii) emerging needs from the global DRT.

Evaluation Findings, conclusions, and recommendations

A. Evaluation findings

RELEVANCE AND COHERENCE

Finding #1: (a) The BRH DRT's efforts are fully in line with the UNDP's priorities defined in the UNDP Strategic Plans for 2018-2021 and 2022-2025 period along with UNDP Regional Programme Documents for Asia and the Pacific for 2018-2021 and 2022-2025 periods, UNDP's Country Office Business Plans (COBP), as well as with key strategic reference documents in the region. (b) While relevant, the BRH DRT is predominantly perceived by its regional stakeholders as the main partner in recovery, raising a question of BRH DRT's strategic positioning in the region across the whole spectrum of resilience building.

Finding #2: The gender mainstreaming and leaving no one behind (LNOB) approach remained within the focus of the BRH DRT's resilience building efforts within the region. However, the practicality of adequate integration of gender mainstreaming and LNOB through all their efforts is limited by the lack of data and analytics at the granularity level that would be required for each specific intervention.

Finding #3: The BRH DRT demonstrated strong pattern of reaching out to various practice areas within the BRH to explore collaborative efforts for resilience building. However, there are limited formal/institutionalized mechanism that drives interaction within the BRH. While there are limited formal/institutionalized mechanism that drives interaction within the BRH, strong collaboration with other UN Agencies namely UNESCAP and UNDRR is observed.

EFFECTIVENESS

Finding #4: The BRH DRT demonstrated consistency in shaping transformative change across the disaster risk reduction (DRR) landscape in Asia-Pacific region towards (i) regional tsunami early warning (EW) system; (ii) conceptualizing and developing tools applicable for national disaster loss and damage database; and (iii) strengthening conceptual coherence towards more harmonized risk-informed development in the region. The challenge remains creating

scale of resilience building efforts and tailoring resilience building approaches towards SAARC and the Pacific sub-regions as it is done for ASEAN.

Finding #5: The extend of the BRH DRT's efforts towards capacity development of the national implementing partners of the case study countries is remarkable through increased exposure to know-how, accessibility of tools and institutionalization of solutions to support resilience building, exploring innovative ideas. There is, however, a gap in shared understanding of resilience and risk informed development (RID) across practice areas from a perspective of multidimensionality of uncertainties, risks and crisis both at the BRH and COs/MCOs level.

Finding #6: (a) The BRH DRT demonstrated multiple examples of novel and useful solutions developed, piloted and put in use at community level, national, sub-regional or regional levels. **(b)** Experimental engagement with Japanese private sector revealed valuable lessons learned for future effective partnership with private sector organizations.

EFFICIENCY

Finding #7: (a) The capacities of the BRH DRT's staff are stretched and the sustainability regarding staffing and funding is questionable. The current modality of the regional projects is not viable, sufficiently effective and sustainable for the future. **(b)** The functions of monitoring, learning, knowledge sharing and resource mobilization within the BRH DRT require stronger attention. **(c)** The BRH DRT demonstrated degree of agile management around its regional projects in response to emerging project risks but does not have a comprehensive risk management and monitoring systems to inform the realization of the full scope of its mandate.

Finding #8: The BRH DRT invests significant efforts in shaping strong partnerships to advance its portfolio of interventions with the BRH practice areas, with the UN agencies (e.g. UNESCAP, UNDRR, WMO) and with the external partners (e.g. ASEAN, ADB). However, there are multiple opportunities still to utilize.

SUSTAINABILITY

Finding #9: There is positive sustainability potential of the BRH DRT's efforts at different granularity comparable with the level and the focus of each intervention.

Finding #10: The BRH DRT's support in project design and development catalysed significant additional funding for the COs/MCOs resulted in several successful large-scale project fundings.

Finding #11: The BRH DRT efforts remained tuned to the realization of the UN reform at the regional level specifically through investing efforts in (i) resilience building for peace and security and (ii) delivering as One UN.

B. Evaluation conclusion

The evaluation concludes that the BRH DRT created a strong footprint in resilience building in Asia-Pacific region and specifically in ASEAN sub-region through its technical expertise and guidance regarding strategic priorities of sustainable recovery and risk information. It also demonstrated highly responsive support to COs/MCOs, building partnerships with multiple external stakeholders and mobilizing resources to support COs/MCOs to address the priority needs for resilience building. The BRH DRT also provided strong backing to the Global DRT through support for disaster risk information and sustainable recovery.

There several critical challenges and opportunities to address for resilience building in the Asia-Pacific region: (i) stronger positioning of the BRH DRT in the region regarding integrated risk governance; (ii) strengthening capacities within the BRH practice areas as well as within UNCTs for coherent understanding of multidimensionality of uncertainties, risks, and crisis; (iii) ensuring the scale of resilience building at the COs/MCOs level; (iv) tailoring approach to resilience building for various sub-regions, i.e. ASEAN, the Pacific and SAARC; (v) ensuring the sustainability of the BRH DRT's staffing, funding and work modality, especially regarding the viability and sustainability of regional project modality.

C. Recommendations:

Conceptual coherence

1. *(Responsible: BRH DRT)* ***Uphold resilience focus*** through exploring multidimensionality of risks, uncertainties and crises through ***positioning the BRH DRT*** as 'integrator' and 'expertise centre' among the BRH and COs/MCOs as well as among external stakeholders. Specifically, explore the National Risk Assessment (NAR)² methodology at country and regional levels as an instrument to mobilize practice areas and potentially other UN agencies in joint risk assessment to inform harmonized resilience building strategies within UNDP and potentially UN agencies in each country. The specific recommendations would be:

- A. Invest efforts to intensify 'resilience thinking' and shape shared understanding of the resilience for multidimensional uncertainties, risks and crisis and contribute to stronger capabilities for portfolio approach by (i) organizing regular UNDP Resilience Dialogues between the BRH practice areas as well as within UNCT at the country level with possible engagement of external stakeholders; and (ii) promoting UN's Resilience online course.
- B. Shape programmatic partnership with the Environment Team of BRH to jointly invest in shaping integrated DRR and climate change adaptation (CCA) mainstreaming in development planning in Asia-Pacific.

² NAR is a mandatory instrument for EU Member States and example of good practice from international disaster risk management field to inform practices in Asia-Pacific region:
<https://drmkc.jrc.ec.europa.eu/science-for-drm/science-for-drm/nra>

BRH DRT Staffing, work modality and funding

1. ***(Responsible: BRH Management) Avoid one-person dependency*** and long-term single-availability (e.g. for one CO only) of the BRH DRT staff. For instance, an indicative limit could be introduced in 'secondment' of the BRH DRT to COs/MCOs (e.g. 2 full weeks) and if longer time efforts are required the expertise could be mobilized through the UN roster of experts.

2. ***(Responsible: BRH Management) Ensure flexibility of the regional project modality*** to allow adequate tailoring to the specifics of the UNDP's administrative mechanisms and the project in focus. Depending on the project size and design, the options could be to hire a dedicated sub-regional staff and factor the costs in the project; to cost share with COs/MCOs on-going projects; to introduce additional solutions to address inadequacy of the 8% General Management Support (GMS) vis-a-vis realistic needs for support towards specific regional project, etc.

Capacity development

1. ***(Responsible: BRH DRT) Amplify capacity development*** through (i) creating network of resource people from across the region to 'twin' the BRH DRT and to allow COs/MCOs to benefit from each other expertise; and (ii) create a mechanism of identifying the key gaps in capabilities and capacities of the COs/MCOs for resilience building to mobilize necessary resources (e.g., financial, human, partnerships) and address the emerging gaps.

2. ***(Responsible: BRH DRT) Intensify the BRH DRT's knowledge creation and knowledge sharing*** function through (i) creating a repository of the BRH DRT's knowledge products; (ii) proactively investing in developing high-quality science-based analytical products to guide and inform resilience building in Asia-Pacific region prioritizing gender and inclusiveness; urbanization and critical infrastructure protection (CIP); integrated DRR and CCA planning; policy coherence for resilience; anticipation action and foresight; South-South cooperation; (iii) proactively investing in knowledge sharing and learning across countries, sub-regions, as well as between other regions strengthening *inter alia* monitoring and reporting function.

3. ***(Responsible: BRH DRT) Strengthen learning and resource mobilization*** function through few actions: (i) hire P4 and intensify high-quality efforts towards translating evidence-based learning into resource mobilization; (ii) create a BRH DRT-wide monitoring and risk management systems; (ii) develop sustainability and exit strategy for all regional projects upon their completion.

Cross cutting issues

(Responsible: BRH DRT) Mobilize knowledge and expertise available within the region along various aspects ***related to cross-cutting issues*** including gender mainstreaming, human rights and disability inclusion through (i) joining DEI-DSN; and (ii) establishing first UN-Civil Society

LNOB-Resilience Working Group under the DEI-DSN to mobilize civil society organizations to inform effective programming in resilience building in the region.

Disaster loss and damage

(Responsible: Global DRT) Ensure the comparative advantages of the global DRT remain strong and lasting in ***linking disaster loss and damage to resilience building*** through (i) advocating for and supporting the development of the UNDP's DRR Data Strategy and Roadmap prioritizing strengthening national disaster loss and damage systems; (ii) Strongly positioning UNDP through the BRH DRT with regards to the operationalization of the Loss and Damage Fund³ by investing dedicated efforts towards the Fund realization in partnership with UNDRR.

BRH DRT and sub-regions

(Responsible: BRH DRT) Sharpen the UNDP's resilience-building proposition and strategy at sub-regional level addressing the specifics of each sub-region and shaping the roadmap towards resilience building to guide efforts in the Pacific and SARRC as exemplified in ASEAN.

³ <https://www.cop28.com/en/news/2023/11/COP28-Presidency-unites-the-world-on-Loss-and-Damage>

1. INTRODUCTION

This document presents the Report for the thematic evaluation commissioned by the *Disaster Risk Reduction and Recovery for Building Resilience of the Bangkok Regional Hub (BRH DRT)* to explore its contribution to resilience building in Asia-Pacific region and beyond. The portfolio of interventions within the focus of this thematic evaluation covers the period of 2018 – 2023 and includes several interventions implemented by the BRH DRT along four workstreams: (i) *integrated risk governance*; (ii) *disaster and climate risk information*, (iii) *sustainable recovery*, and (iv) *early warning and preparedness*.

Thematic evaluations assess UNDP performance in areas that are critical to ensuring sustained contribution to development results. They may focus on one or several cross-cutting themes that have significance beyond a particular project or initiative, across several outcomes or results areas in a country, such as gender mainstreaming, capacity development, human rights or democratic governance.

Source: UNDP Evaluation Guidelines, 2021

The independent thematic evaluation was commissioned by UNDP BRH and was carried out during the period of October 2023 -

April 2024. The *primary intended users* of this evaluation include the UNDP BRH DRT, UNDP Crisis Bureau, UNDP Global Policy Network (GPN), UNDP Country Offices (COs), UNDP Multi-Country Offices (MCOs) as well as UNDP Regional Bureau for Asia and the Pacific (RBAP) and UNDP BRH teams across various thematic areas. The evaluation findings could also be informative to a broader range of international, regional, and national partners and stakeholders concerned with resilience building in Asia-Pacific region and beyond.

The report is composed of several sections and annexes. The Executive Summary is followed by section 1 which provides the introduction to the report. Section 2 describes the programmatic and contextual specifics of the interventions covered within this evaluation. Section 3 explains the evaluation scope and objectives. Section 4 provides details of the evaluation approach and methods used. Section 5 explains how data were analyzed. Section 6 provides findings per evaluation criteria and evaluation question. Section 7 highlights the conclusion of this thematic evaluation. Section 8 lists the recommendations and Section 9 lists the lessons learned, followed by several annexes to provide additional background information and ease reading of this report.

2. DESCRIPTION OF THE INTERVENTION

To understand and evaluate the BRH DRT's contribution to resilience building in the Asia-Pacific region, it is important to understand the complexity of the region, the BRH DRT's organizational context, its mandate, and its stakeholder landscape. This shall explain the commitments of the BRH DRT and programmatic focus towards their realization that this thematic evaluation took into consideration. Understanding the BRH DRT's regional and

organizational context, mandate, stakeholder landscape and programmatic focus allows to reconstruct the results framework of the BRH DRT along its commitments towards its stakeholders in the Asia-Pacific region and the Global DRT.

A. Asia-Pacific socio-economic, political, and cultural context

Under its Regional Bureau for Asia and the Pacific (RBAP), UNDP operates through countries COs / MCOs in the 24 Country Offices, covers 36 countries of the region as detailed in Annex 1. It is the least to say that the Asia-Pacific region is extremely complex as a geographic area, as a political, socio-economic, cultural and development landscape. Similarly, hazard profile, exposure and vulnerabilities, as well as coping capacities across the region at all levels (regional, sub-regional, national, and community) are extremely diverse. This evaluation does not have a purpose to map all the contextual specifics of the Asia-Pacific region, but merely to highlight the extreme degree of its complexity to inform the reading of this evaluation report.

B. BRH DRT organizational context

The BRH DRT's efforts of resilience building in the region should be seen through the prism of its position within the BRH and UNDP, in general. As part of the RBAP, the BRH aims to provide high quality advisory services to COs/MCOs in Asia and the Pacific. The BRH DRT is **positioned** as one of nine practice areas under the Global Policy Network / Regional Programme for Asia-Pacific along with the following thematic teams: (i) Governance & Peacebuilding; (ii) Human Mobility and Livelihoods; (iii) Environment and Energy; (iv) Inclusive Growth; (v) SDG Finance; (vi) Gender Equality; (vii) HIV and Health Group; and (viii) Innovation & Digitalization. Meantime, it is also a part of the Global DRT under the UNDP Crisis Bureau with its outposted team across different locations including Representation office (Geneva) and Regional Hubs (Dakar, Nairobi, Istanbul, Panama, and Bangkok). It is a small team of five technical specialists and one administrative specialist located at the BRH in Bangkok, Thailand.





C. BRH DRT mandate

The programmatic and policy focus is derived from two sources: (i) the UNDP BRH through its Regional Programme Documents (RPDs) and (ii) from the global DRT through what comprises the UNDP DRT's policy & programme offer for resilience building, i.e., Integrated Risk governance, Disaster and Climate Risk Information, Sustainable Recovery, and Early warning and Preparedness.

Consistent with UNDP Strategic Plans, the RPDs define strategic priorities of the BRH's efforts within Asia-Pacific region. During the period covered by this thematic evaluation, the operations of the BRH and its practice areas were guided by RPD 2018-2021 and RPD 2022-2025, whereby in both cases one of three strategic outcomes with specific regional output is dedicated to resilience building in the region. The BRH DRT has two formalized *reporting lines*: (i) to BRH in terms of Results-oriented Annual Reporting (ROARs) and (ii) to the Global DRT

through contribution to the Global DRT annual reporting. The efforts of the BRH DRT are geared to contribute to the realization of the Regional Programme Documents as well as the strategic priorities of the Global DRT.

UNDP Policy & Programme Offer for Resilience building

 <p>Integrated Risk Governance</p> <ul style="list-style-type: none"> ▪ Risk-informed development solutions ▪ Policy coherence & risk governance ▪ Foresight & futures ▪ Urban & community level resilience 	 <p>Disaster & Climate Risk Information</p> <ul style="list-style-type: none"> ▪ Damage & loss accounting systems ▪ Monitoring DRR strategies ▪ Digital solutions to access risk information 	 <p>Sustainable Recovery</p> <ul style="list-style-type: none"> ▪ Post Disaster Needs Assessment (PDNA) ▪ Recovery preparedness ▪ Recovery planning & programming ▪ Recovery financing 	 <p>Early Warning & Preparedness</p> <ul style="list-style-type: none"> ▪ Multi-hazard EWS ▪ Preparedness Planning ▪ Community EW/P ▪ Innovation & digital solutions ▪ Anticipatory action
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Outcomes and priorities under RPD 2018-2021 and RPD 2022-2025

RPD 2018-2021	RPD 2022-2025
<p>Outcomes:</p> <ol style="list-style-type: none"> (1) Advance poverty eradication in all its forms and dimensions (2) Accelerate structural transformations for sustainable development, (3) Strengthen resilience to shocks and crises. 	<p>Outcomes:</p> <ol style="list-style-type: none"> (1) Inclusive and sustainable structural transformations accelerated to reduce poverty, inequality, and vulnerabilities towards the achievement of SDGs and inclusive, sustainable, resilient and digital transitions, (2) Leaving no one behind, a rights-based approach centred on human agency and human development, (3) Resilience built to respond to systemic uncertainty and risk .
<p><u>Signature solution 3</u>: Enhance prevention and recovery for resilient societies</p>	<p><u>Regional priority 3</u>: Resilience for crisis prevention, preparedness, response, recovery, and promoting social cohesion and stability</p>

D. BRH DRT stakeholder landscape

To realize its mandate the BRH DRT engages with a range of stakeholders, including BRH, other UN agencies/entities, donors, national authorities, private sector, academia, NGOs, partners, or stakeholders beyond Asia-Pacific region, which requires distinct working modalities with each of them. Hence:

- **Coordination internally within the UNDP BRH:** the coordination between all nine practice areas within UNDP BRH is happening across 6 signature solutions as defined by the UNDP

Strategic Plan 2022-2025,⁴ i.e. poverty and inequality, governance, resilience, environment, energy and gender equality and through weekly coordination meetings. While there is no specific mechanism within the BRH to facilitate the cross-practice planning at the regional level, there is a practice of joint missions across practice areas and within UNDP that allows for shared situational analysis and creates opportunities for joint programmatic efforts. Also, since 2023, there is a shift in planning approach within the BRH allowing for three-year planning 2023-2025. This could serve for an additional ground for joint programming and collaboration and coordination among practice areas to act in spirit of UNDP Strategic Plan. The BRH DRT directly interacts with the 36 countries in the region represented by the COs and MCOs in the Asia-Pacific region.

- **Coordination externally with other UN entities:** Various accredited and non-accredited UN agencies invest their efforts in resilience building of Asia-Pacific region. Given that ‘resilience’ is defined by the UNDP Strategic Plan 2022-2025⁵ as one of three directions of change, the coordination with the UN agencies within Asia – Pacific region takes place through formalized and less formalized interactions.

UNDP Global DRT as well as BRH DRT build partnership with several UN Agencies such as UNDRR, UNESCAP, WMO, etc.

As part of the regional collaborative platform, four issue-based coalitions (IBC)⁶ are established under the BRH, one of which is IBC on Building Resilience co-chaired by UNDP and UNDRR. The partnership between UNDP and UNDRR is guided by the Statement of Intent between both organizations signed in February 2020 with the purpose to support the implementation of (i) Sendai Framework Monitor, (ii) Sendai Framework Target E and Coherent Agenda, and (iii) Risk-informed Common Country Analysis and UN Sustainable Development Cooperation Framework. The IBC Resilience is a platform for various UN Agencies to provide support to countries in Asia and the Pacific towards resilience building, e.g. UNEP, ESCAP, WMO, UN Women, IOM, etc. The work is organized around four components: (1) Strengthening integration of health emergencies into disaster risk reduction throughout Asia Pacific, (2) Enhancing understanding of disaster and climate-related risks in Asia-Pacific, (3) Strengthening Resilient Recovery and Build-Back-Better, and (4) Reducing the negative impacts of disaster and climate-related displacement.

- **Coordination and interaction with other stakeholders** (e.g. donors, private sector, academia, IFRC, NGOs): the coordination and interaction with the individual stakeholders from this broad category of ‘others’ is built on a vision of shared interests and mutually beneficial opportunities to pursue. UNDP Global DRT as well as BRH DRT are building

⁴ <https://strategicplan.undp.org>

⁵ <https://strategicplan.undp.org>

⁶ <https://knowledge.unasiapacific.org/regional-architecture/issue-based-coalitions>

partnerships through a Memorandum of Understanding (MoU) or agreed programmatic relationships with some key external stakeholders, e.g. with ASEAN Secretariat, ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre), JICA, Fujitsu and Japan Bosai Platform (JBP); Tohoku university; etc.

E. BRH DRT programmatic focus

The mandate of the BRH DRT is translated into its programmatic geared to strengthen the resilience building in Asia-Pacific region through contributing to the realization of the RPDs and the Global DRT's strategic priorities. More specifically, the BRH DRT programmatic focus includes the following:

- (i) provision of *technical assistance and advisory services to COs/MCOs* towards the realization of their annual business plans (COBP) and their commitments the implementation of vertical funds i.e., Green Climate Fund (GCF)⁷ and Global Environment Facility (GEF)⁸;
 - (ii) provision of *crisis response functions in emergencies* to COs/MCOs in Asia-Pacific region;
 - (iii) development and *implementation of the regional projects* as well as *regional components of the global projects*,
 - (iv) provision of its *technical expertise beyond the Asia-Pacific region* to support the UNDP DRT's work at global and regional levels.
- **Technical assistance and advisory services to COs/MCOs:** The BRH DRT's technical support and on-demand advisory services to COs/MCOs is geared to the realization of the BRH RPD and towards the progress in four workstreams identified by the Global DRT for resilience building, i.e. Integrated Risk Governance, Disaster and Climate Risk Information, Early Warning (EW) and Preparedness and Sustainable Recovery. The requests from COs for technical support could be received through various channels: (i) directly through emails, simple calls and WhatsApp messages; (ii) through CO annual business plans (COBP) agreed between UNDP Resident Representative of the CO and the UNDP Director of RBAP, whereby the work on disaster risk reduction, recovery and resilience would be supported by the BRH DRT; (iii) through requests that are recorded in STARS system and coordinated by the BRH Desk Officer; and (v) through the regional projects being implemented by the BRH DRT through COs/MCOs. Important to highlight that there is no oversight function of the BRH DRT over the COs / MCOs. This functional responsibility resides within the management of the BRH, while the BRH DRT provides only technical support and quality assurance to COs/MCOs.

There is also targeted advisory support from BRH DRT to national projects which are implemented by COs, e.g.:

⁷ <https://www.greenclimate.fund>

⁸ <https://www.thegef.org>

- Strengthening Institutions and Empowering Localities against Disasters and Climate Change (SHIELD) Program in the Philippines, 2022-2028
 - Bangladesh national resilience programme (NRP), 2017-2023
- ***Crisis response functions in emergencies to COs/MCOs in Asia-Pacific region:*** the BRH DRT is actively engaged in provision of crisis response functions to COs/MCOs in Asia-Pacific region. The BRH DRT provided support in post disaster needs assessments (PDNAs) for Kerala, India in 2018 (floods and landslides), for Laos People’s Democratic Republic in 2018 (floods), for Pakistan in 2022 (floods).
- ***Regional project and regional components of the global projects:*** through regional projects or regional component of the global projects, the BRH DRT has implemented various initiatives focused on one or more countries in the region over the period of 2017-2023. More specifically, the following regional and national projects were selected by the BRH DRT to be included in this thematic evaluation (Annex 2 provides detailed overview of the projects):
- Accelerating DRR and Enhancing Crisis Response through Digital Solutions (DX4Resilience), 2020-2022
 - Partnership for Strengthening School preparedness for Tsunamis in the Asia Pacific region (Tsunami project), 2017-2023
 - Global Centre for Disaster Statistics (GCDS), 2017-2020
 - Next Generation of Disaster Loss and Damage Tracking System, since 2020 - on-going
 - (part of the global programme) Building Capacities for Resilient Recovery, 2018-2020
 - (part of the global programme) Building Disaster-Resilient Infrastructure through Enhanced Knowledge
 - ASEAN-UNDP Collaboration, since 2021 - on-going
- ***Technical expertise beyond the Asia-Pacific region:*** this line of activities of the BRH DRT is demand driven and has a primary focus on two main thematic areas, i.e. (i) PDNA and recovery planning, and (ii) disaster loss & damage.

F. BRH DRT results framework

The efforts of the BRH DRT contribute to the realization of the two distinct results frameworks: (1) the results framework of the Global DRT’s global programme, and (2) the results framework of the BRH’s regional programme. However, given the broad thematic focus of this evaluation, there is a need for constructing the BRH DRT’s results framework that indicates the range of the BRH DRT’s specific commitments both in the Asia-Pacific region and beyond. Hence, the results framework below indicates: (i) the focus on Asia-Pacific region with the commitment to strengthen disaster resilience, and (ii) the focus beyond Asia-Pacific region with the commitment to strengthen the Global DRT’s value proposition, as visualized below in exhibit 1 and exhibit 2 respectively.

Exhibit 1: Reconstructed BRH DRT results framework for Asia-Pacific region

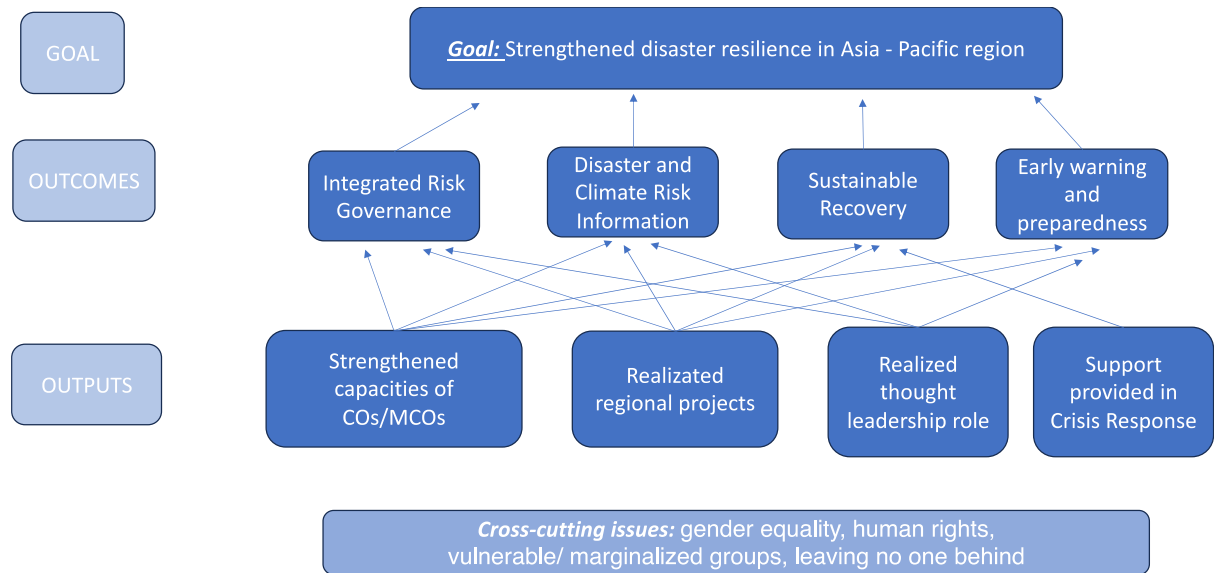
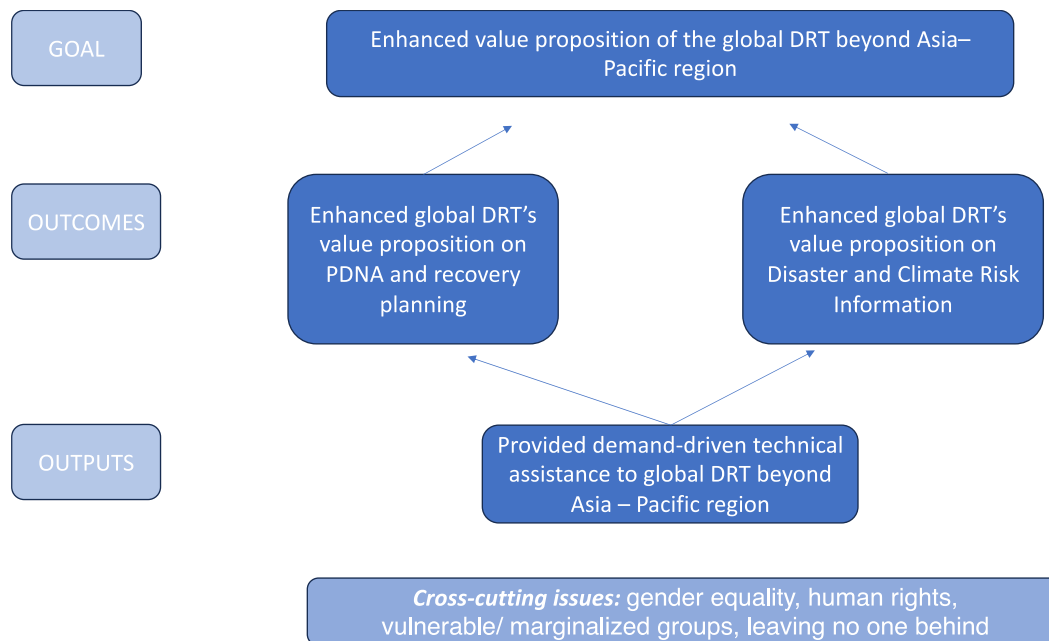


Exhibit 2: Reconstructed BRH DRT results framework for beyond Asia-Pacific region



3. EVALUATION SCOPE AND OBJECTIVES

This section provides an overview of the evaluation’s purpose and objectives, scope, and the key evaluation questions.

A. Evaluation purpose and objectives

The **purpose** of this thematic evaluation is twofold: (i) to provide systematic and evidence-based assessment of the contribution of the UNDP BRH DRT towards resilience building in the Asia-Pacific region and beyond; and (ii) to provide strategic recommendations for the future programming and planning within the region and beyond.

The specific **objectives** of the evaluation are:

- (i) To assess the contribution of the UNDP’s BRH DRT towards resilience building in Asia-Pacific region and beyond through the realization of its portfolio of interventions and lessons learned;
- (ii) To assess the contribution of the UNDP BRH DRT in providing (i) high quality advisory services in Asia and the Pacific and beyond; and (ii) project design and implementation services to UNDP COs within the region;
- (iii) To assess the contribution of the UNDP BRH DRT in resilience building in the Asia-Pacific region through establishing partnerships both across practice areas within BRH and with the external stakeholders;
- (iv) To assess the contribution of the BRH DRT in knowledge creation and sharing within the region and beyond in support of solving urgent development challenges and promotion of regional and global public goods.

B. Evaluation scope

The **evaluation scope** is defined by the following:

- **Duration:** 2018-2023
- **Geography:** Asia-Pacific region (36 countries) as well as the regions/countries who benefited from the BRH DRT technical support beyond Asia – Pacific
- **Thematic focus:** The evaluation will be focused on the progress made by the BRH DRT towards resilience building in Asia-Pacific region and beyond across its four workstreams, i.e., (i) *integrated risk governance*; (ii) *disaster and climate risk information*, (iii) *sustainable recovery*, and (iv) *early warning and preparedness*.

C. Evaluation key questions

The key evaluation questions are provided in Table 1 below. Annex 3 provides the full evaluation matrix.

Table 1: Key evaluation questions

<i>Relevance & Coherence</i>
1. To what extent were BRH DRT initiatives in line with the UNDP mandate and national and regional priorities?
2. To what extent did the UNDP BRH DRT adopt gender-sensitive, and LNOB approach in its interventions?
3. To what extent has BRH DRT’s thematic engagement been strategic at the intersection of the BRH’s thematic priorities across environment, social and economic issues?
<i>Effectiveness</i>
4. To what extent has progress been made by the BRH DRT towards the realization of its programmatic portfolio including PRD and selected interventions?
5. To what extent has UNDP BRH DRT improved the capacities of national implementing partners to advocate for resilience building towards disasters triggered by natural and anthropogenic hazards?
6. What innovative solutions, if any, were developed within the BRH DRT interventions, and what were the outcomes and lessons learned from their application at global, regional/sub-regional and national levels?
<i>Efficiency</i>
7. To what extent were UNDP resources (financial, time, staff, technical expertise) adequate for timely achievement of the intended outcomes?
8. To what extent were partnership modalities developed by the BRH DRT conducive to the delivery of the portfolio of interventions?
<i>Sustainability</i>
9. How sustainable are the capacities of the stakeholders strengthened through the BRH DRT efforts to endure systemic changes continuously needed to integrated resilience building into planning, policy, and practice?
10. To what extent have BRH DRT interventions catalyzed other sources of funding to maintain and expand resilience building interventions in the region?
11. To what extent the BRH DRT contributes to the realization of UN reforms?

4. EVALUATION APPROACH AND METHODS

This section explains the evaluation approach, methods, and limitations were addressed in the methodology.

This evaluation was approached from ***three methodological perspectives***:

- (i) *Results-based Approach (i.e. Theory of Change (TOC) Approach)* that is built upon the assumption of a cause-and-effect relationship outputs and outcomes. The evaluation reconstructed the BRD DRT’s TOC to indicate what was the direction of change the BRH DRT explored for resilience building. This is Vector TOC, meaning, it indicates not the end point of the expected change (with its indicators, targets and such) but instead, acknowledging the complex nature of resilience building,

the vector TOC indicates the direction or thematic focus areas, whereby the interplay between those focus areas could vary over time and across different contexts (e.g. countries). In other words, what is important is the starting point, the direction, and the extend of efforts invested vis-a-vis challenges and opportunities towards two lines of commitments, i.e. vis-à-vis resilience building in Asia-Pacific region and the value proposition towards the Global DRT. The resilience building from this perspective should be seen as an emerging pattern and not the achievement of an indicator.

- (ii) *System-based Approach* that allows understanding the complexity of the portfolio of interventions as a system and a system of systems with their elements, i.e. the relationships, interactions, and context of the key stakeholders working together towards common development results at global, regional, sub-regional, and national levels. This approach allowed addressing resilience in Asia-Pacific and beyond as a system property and explored how the BRH DRT interventions improved this system property.
- (iii) *Participatory Approach* which implies meaningful engagement with various stakeholders to ensure the evaluation is conducted in a consultative and transparent manner.

The evaluation utilized a combination of primary and secondary ***data collection methods***, such as the following:

- *desk review*: during the desk review the evaluator reviewed all relevant documents including but not limited to project documents, project reports, BRH DRT reports towards BRH, BRH DRT reports towards the Global DRT, other publications, regional and global strategic reference frameworks, and many more.
- *semi-structured interviews*: the evaluator developed a data collection plan and with active support of the BRH DRT reached out and interviewed 59 people from a range of stakeholders as indicated in Table 2 below. The stakeholders were categorized to represent the BRH DRT's stakeholder landscape and included staff from BRH; Global DRT and COs/MCOs; UN and other partners; private sector; donors; and NGOs.
- *light case studies for the Philippines and Indonesia*: with support of the BRH DRT and COs in the Philippines and Indonesia, two country visits were organized to deep dive into the resilience building efforts in selected countries.

The *triangulation principle* of utilizing multiple sources for data and methods was applied to validate evaluation findings. The evaluation employed non-random availability sampling keeping strong eye on ensuring proportional representation across the project stakeholders. Based on the list of stakeholders provided by the BRH DRT, 59 people (43 men/16 women) in total were interviewed, whereby 41 people (29 men / 12 women) interviewed across the following categories of stakeholders: representatives from the UNDP BRH, UNDP Global DRT, COs/MCOs, UN agencies and partners, private sector, donors, and NGOs. Additional 9 people

(6 male/3 female) were interviewed as part of the case study in the Philippines and 9 people (8 male / 1 female) in Indonesia respectively. The list of people interviewed is presented in Annex 4. Hence, in total 59 people were interviewed for this thematic evaluation.

Table 2: Interviews per stakeholder category

	<i>Stakeholder categories</i>					
	<i>BRH</i>	<i>UNDP global DRT, COs/MCOs</i>	<i>UN and other partners (e.g. ASEAN and academia)</i>	<i>Private sector</i>	<i>Donors</i>	<i>NGOs</i>
# of people interviewed	15	8	7	6	4	1
# men/women interviewed	9M/6F	5M/3F	6M/1F	6M	3M/1F	1F

The evaluation was carried out in full adherence to the UNEG Ethical Code of Conduct⁹ and UNEG Norms and Standards for Evaluation,¹⁰ as was described in the Inception Report.

Limitations and mitigation measures:

- **Diversity of the context:** the BRH DRT’s interventions cover 36 countries of the Asia-Pacific region, with highly diverse cultural, linguistic, socio-economic, political, and development context. This required a high degree of ‘translation’ from the evaluator to allow a meaningful compatibility for the evaluation purpose. **To address this** the evaluator significantly exceeded the initially planned number of interviewees (from min 20 to 59 interviews) to explore the BRH DRT functional performance through the prism of the contextual constrains (both enabling and limiting ones) and ensure sufficient triangulation.
- **Conflicting causal attribution:** the BRH DRT’s interventions comprise a wider scope than only those selected for this thematic evaluation. Only part of the BRH DRT portfolio was requested by the Terms of reference (TOR) (Annex 5) to be considered for this thematic evaluation. This created a challenge in differentiating the changes triggered by the targeted interventions vis-a-vis the others, while their results too geared towards resilience building and spill-over effects were not only highly probable but also much encouraged for building synergies and greater impact. It also created a challenge of extrapolating findings from a part of the BRH DRT’s scope to the whole scope of its functional performance. **To address this** the evaluator tailored the evaluation questions and encouraged a deeper discussion through the prism of

⁹ <https://www.unevaluation.org/document/detail/2866>

¹⁰ <https://www.unevaluation.org/document/detail/1914>

targeted interventions. This provided reasonable certainty to conclude about the contribution of the BRH DRT to resilience building in the region and beyond through the prism of selected interventions.

- **Conceptual foundation:** the BRH DRT operates with the terms that does not have a shared connotation among global expert community or within UN system itself, even though are rooted in the UNDP Strategic Plans. For instance, the terms such as ‘systemic uncertainty’, ‘systemic risk’, ‘regional public goods’, ‘crisis’, ‘shocks’, etc. **To address this** the evaluator ensured there is a shared understanding of the glossary between the evaluator, the BRH DRT, ERG, and people interviewed.
- **Time limitation:** the allocated number of days for this evaluation was quite limited and could not allow for reaching out to as wide range of stakeholders as it might be desirable. **To address this** the situation the evaluator invested additional time to ensure that critical mass of data is collected. This was instrumental to quickly respond to the gaps and needs along the data collection process.
- **Measuring and sampling limitations:** the specifics of the thematic evaluation did not allow for a random representative sample of respondents. **To address this** the evaluator employed non-random availability sampling keeping eye on ensuring proportional representation of each type of stakeholders.
- **Limitations from monitoring and reporting:** the BRH DRT’s monitoring and reporting is rather fragmented geared towards the specific objectives: (i) monitoring and reporting for the BRH’s annual results against the intended targets set under the RPDs; (ii) reporting for the Global DRT annual reports; and (iii) monitoring and donor reporting for specific regional projects. **To address this** the evaluator invested significant additional efforts to compile and verify data, and create a comprehensive picture of BRH DRT’s efforts across the region (at regional and national levels) and at the global level.
- **Language barriers in the region:** across the target regions and countries selected as case study (Indonesia and the Philippines), communication in English language for some stakeholders was a challenge. **To address this** this the COs supported evaluator with the interpretation services.
- **General limitations during data collection:** the evaluation remained vigilant to the following biases: (a) Confirmation bias, i.e. tendency to seek out evidence that was consistent with the expected effects; (b) Empathy bias, i.e. tendency to create a friendly (empathetic) atmosphere during data collection with the consequence of creating overoptimistic statements over the BRH DRT’s functional performance; (c) Strategies that could be used by the respondents on self-censor (reluctance of respondents to freely express themselves) or purposely distorted statements to attract evaluation conclusions closer to their views; (d) reliance on qualitative data, which was to be validated through triangulation.

5. DATA ANALYSIS

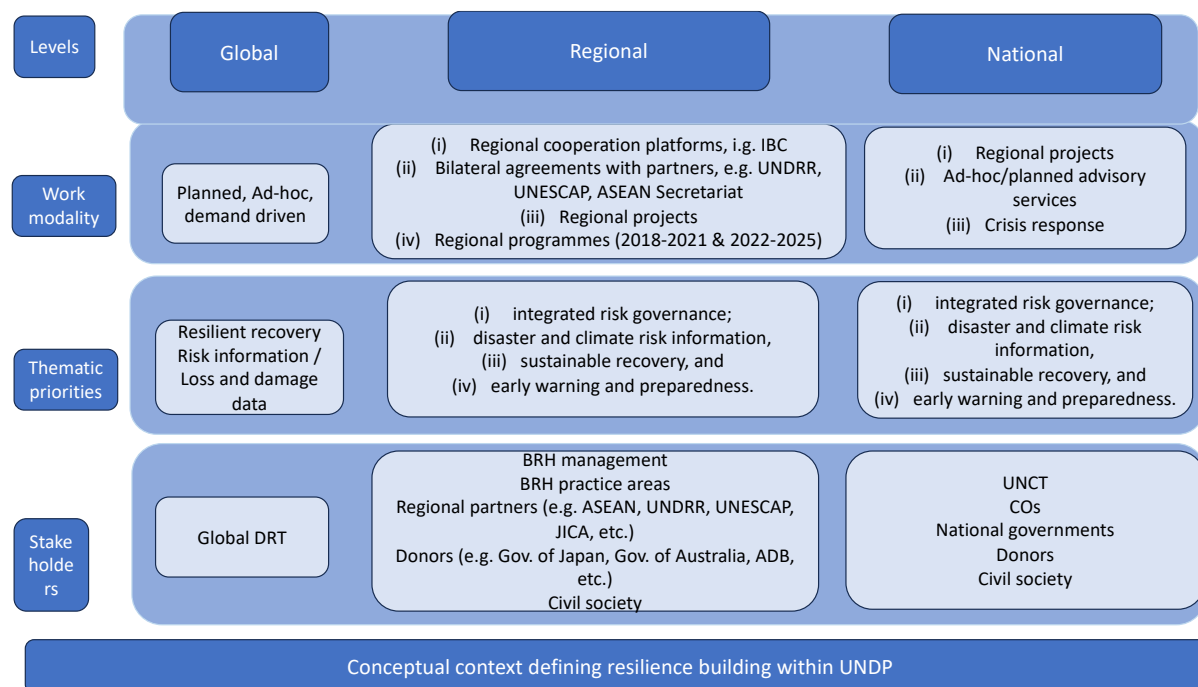
The evaluation was focused on analyzing complex quantitative data on resilience building in Asia-Pacific region through the prism of the BRH DRT's efforts. Data analysis of any qualitative evaluation is one of the most challenging aspects and require evaluative reasoning or the evaluator's reflexivity through inductive reasoning to shape strong qualitative evidence and explain the evaluation findings.

To ensure logical coherence and completeness of the **data analysis**, the context-sensitive *contribution analysis* was used to explore the dynamics of various patterns and to conclude about the BRH DRT's contribution towards resilience building within the Asia-Pacific region and its commitments beyond the region. The focus was on evidence to support *reasonable conclusions about the contribution* made by the BRH DRT towards the efforts at the global, regional, and national levels. The contribution analysis was carried out along the OECD DAC evaluation criteria, i.e. relevance and coherence, effectiveness, efficiency, and sustainability.

The rigor of evaluative reasoning is particularly critical in qualitative evaluations. Based on the grounded theory and to make reasonable conclusions, the evaluator applied the method of *constant comparison* to allow determining the dynamics of the patterns observed vis-à-vis (i) constantly moving expectations for resilience building in Asia – Pacific region; and (ii) emerging needs from the global DRT. The evaluator constructed a conceptual model for data analysis that allowed to draw 'within' and 'between' comparisons along its key dimensions as explained in exhibit 3 below: levels of engagement; work modality at each level; thematic priorities at each level; stakeholders at each level; and the conceptual context around resilience-building within UNDP. The constant comparison method can show differences and similarities through the data, and the comparisons helps understanding the **story** of why these differences and similarities arise.

One of the limitations of data analysis was to acknowledge the difference in perspectives of various stakeholders, while maintaining a balanced focus between them. Adherent to the principle of epistemic justice, the evaluator 'translated' multiplicity of perspectives into a coherent narrative of the resilience building in Asia-Pacific region through the rigor of the evaluation analysis while maintaining critical focus on the BRH DRT's commitments.

Exhibit 3: Conceptual framework for data analysis



6. GENDER CONSIDERATIONS

As agreed between the evaluator, the BRH DRT and BRH Gender team at the inception of this evaluation, the evaluation would maintain a strong focus on the gender mainstreaming and leave no one behind (LNOB) approach of the BRD DRT’s efforts through (i) the regional project documents, and (ii) through knowledge products developed by the BRH DRT:

- (i) *regional project documents level*: the focus is to explore if problem description contains clear and evidence-based gender analysis to adequately inform gender mainstreaming and LNOB approach in the regional projects. The evaluation findings suggest that there is extremely limited factual data available to support solid gender analysis under the problem description explaining the gender-specific needs, the inclusiveness perspective, and/or human rights perspective. This is explained by the lack of easily available factual data and analytics along gender mainstreaming and LNOB within the Asia-Pacific region that would match the granularity of the project focus. Instead, the problem description contains the assumptions and high-level statements that are mainly informed from practice and observations. In other words, in the absence of gender analysis, the project description is based on general understanding of LNOB in the region to shape the expectations towards each project.

Within the UN system, there is a mandatory standard for all UN entities to apply the Gender Equality Marker (GEM).¹¹ UNDP has developed its own Gender marker

¹¹ <https://gendercoordinationandmainstreaming.unwomen.org/building-block/gender-equality-marker>

guidance note for personnel in 2016.¹² The markers allow to track financial allocations and expenditures according to their contribution to gender equality and/or women’s rights (GEWE). One of the critical considerations for “...gender equality marker scores should be supported and informed by a gender analysis.”¹³ All regional projects of the BRH DRT’s gender marked according to UNDP’s gender marker scale ranging from 0 (no contribution) to 3 (primary objective). The project selected for this thematic evaluation have received the following gender marker as presented in Table 3 below.

GEN2 reads as ‘Gender equality is not the main objective of the expected output, but the output promotes gender equality in a significant and consistent way. Gender equality is adequately integrated as a cross-cutting issues by the rationale, activities, indicators, and budget associated with the output’. The degree of the gender equality and LNOB of the UNDP’s efforts at the national level when investing in resilience building is further tracked by each CO/MCO under its respective initiatives.

Table 3: Gender marker of the selected BRH DRT’ regional projects

Regional project	Gender Marker
Accelerating DRR and Enhancing Crisis Response through Digital Solutions (DX4Resilience), 2020-2022	GEN2
School preparedness for Tsunamis, 2017-2023	
Phase I	GEN2
Phase II	GEN2
Phase III	GEN2
Phase IV	GEN2
Global Centre for Disaster Statistics (GCDS), 2017-2020	GEN2

(ii) *knowledge products* – to explore if the knowledge products were sufficiently tuned to gender mainstreaming, disability inclusion, and human rights. As risk drivers but also as the key elements for solutions, the issues of gender mainstreaming, disability inclusion and human rights were addressed in the knowledge products developed by the BRH DRT as relevant. For instance, as part of and in collaboration with the Asia-Pacific Issue-Based Coalition (IBC) for Building Resilience, the BHR DRT led a study on ‘Recovering from COVID-19: Lessons from past disasters in Asia and the Pacific’ (2020). The document has strong focus on gender, disability inclusion, and human rights aspects.

¹² <https://gendercoordinationandmainstreaming.unwomen.org/gender-marker-implementation-undp>

¹³ Ibid.

7. LEAVE NO ONE BEHIND

Leaving no one behind (LNOB) is one of the three directions of change (together with resilience and structural transformation) under the UNDP Strategic Plan 2022-2025. To further strengthen the LNOB focus of BRH programming, several practice areas (i.e. disability, gender, health/LGBTQI, human mobility, indigenous people, youth) have joined efforts to establish a Development Solutions Network on Diversity, Equity and Inclusion (DEI-DSN) that includes UN and non-UN organizations from the Asia-Pacific region. Established in 2022, the objectives of the DEI-DSN include (i) offer technical assistance to UNDP CO/MCOs to LNOB; (ii) forge external partnerships on LNOB; (iii) develop new and improve existing project grants/proposals on LNOB; (iv) promote collaboration between UNDP COs/MCOs on LNOB; (v) organize learning opportunities on LNOB within RBAP including BRH; (vi) represent UNDP in UN inter-agency activities on LNOB; and (vii) develop communication products and campaigns on LNOB. The BRH DRT is encouraged to actively involve in this newly established platform i.e. the DEI-DSN.

Social inclusion regarding persons with disabilities (PWD) has not been a key consideration for this thematic evaluation. There is a lack of evidence and specific information that can be used for analysis. From data collection exercise, no data has been collected and made available on this dimension. While some of the activities and internal collaboration with DEI-DSN team are the key recommendation for actions at DRT for future programming.

8. FINDINGS

This section explains the evaluation findings organized per evaluation criteria and per evaluation question.

A. RELEVANCE AND COHERENCE

Finding #1: (a) The BRH DRT's efforts are fully in line with the UNDP's priorities defined in the UNDP Strategic Plan 2018-2021 and 2022-2025 along with UNDP Regional Programme Documents for Asia and the Pacific 2018-2021 and 2022-2025, UNDP's Country Office Business Plans (COBP), as well as with key strategic reference documents in the region. **(b)** While relevant, the BRH DRT is predominantly perceived by its regional stakeholders as the main partner in recovery, raising a question of BRH DRT's strategic positioning in the region across the whole spectrum of resilience building.

Alignment with UNDP strategic priorities at global, regional, and national levels

The UNDP's Strategic Plan 2018-2021¹⁴ stated that catalyzing tangible progress towards resilience building to crises and shocks is one of its three priorities, offering a signature solution 3 to 'enhance national prevention and recovery capacities for resilient societies'. This logic was further echoed within the BRH RPD 2018-2021. Building upon the results achieved and lessons learned during 2018-2021, the current UNDP Strategic plan 2022-2025¹⁵ highlighted the importance of developing integrated development solutions driven by

¹⁴ <https://www.undp.org/iraq/publications/undp-strategic-plan-2018-2021>

¹⁵ <https://strategicplan.undp.org>

country priorities. The current Strategic Plan too highlights building resilience as a direction of change and as a signature solution to address “...a wide range of shocks and crises, including conflict, climate change, disasters and epidemics”¹⁶ and highlights the criticality of understanding and addressing the systemic nature of risk. This too is reflected in the BRH RPD 2022-2025.

The BRH DRT’s efforts within Asia-Pacific region through the range of regional projects or regional components of global projects and through direct support to its COs and MCOs (including support with crisis response) are fully in line with the UNDP’s high-level strategic priorities of resilience building. Operationalization of those high-level strategic priorities is led by the *country demands, the capacities of the BRH DRT, donor priorities, as well as the wide boundaries provided by the global DRT across four workstreams*. For instance, investing in shaping tsunami awareness and preparedness at school level, the offer from the Japanese government, which started from Phase I (2017-2018) then continued to Phase II (2018-2020), Phase III (2020-2022), and is currently entering Phase IV (2024-2025). The regional project on establishing Global Centre for Disaster Statistics (GCDS) (2017-2020) with the efforts of shaping a modality to support countries to collect and analyze disaster statistics, while benefiting from the advanced technologies of the private sector was an initiative promoted by the BRH DRT and the donor. Another example was the support provided by the BRH DRT on post disaster needs assessment (PDNA), which was driven by the Global DRT and realized through the global project “Building Capacities for Resilient Recovery – Phase 2” (2018-2021) with the focused on sustainable recovery and specifically, strengthening recovery planning and implementation.

The BRH DRT’s efforts towards resilience building directly contribute to support country’s commitments under the Sendai Framework for Disaster Risk Reduction 2015-2030.¹⁷ Also, resilience building efforts directly and indirectly contribute to the achievement of the Sustainable Development Goals¹⁸ of the Asia-Pacific countries and specifically, the *SDG11: make cities and human settlements inclusive, safe, resilient and sustainable* and *SDG13: Take urgent action to combat climate change and its impacts*.

Alignment with ASEAN and other sub-regional priorities

The Asia-Pacific region is extremely complex and diverse, while includes several sub-regions with more distinct coherence across various dimensions. It is expected that resilience building efforts reflect and are built upon those coherences respectively. One of the sub-regions within the Asia-Pacific region that has been receiving active support from the BRH DRT is the

¹⁶ Ibid.

¹⁷ <https://www.undrr.org/implementing-sendai-framework>

¹⁸

https://unstats.un.org/sdgs/indicators/Global%20Indicator%20Framework%20after%202023%20refinement_Eng.pdf

Association of Southeast Asian Nations (ASEAN).¹⁹ In the ASEAN sub-region there are very strong sub-regional political mechanisms uniting its countries as well as guiding their efforts related to disaster risk reduction and disaster management and continuously supported by international partners. The BRH DRT established very strong ties with ASEAN Secretariat and its efforts are in line with the ASEAN Vision 2025 on Disaster Management²⁰ that indicates three strategic elements to achieve its vision: (i) institutionalization and Communication, (ii) Financing and Resource Mobilization, and (iii) Partnerships and Innovations. Since the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) entered into force in 2009, the ASEAN Committee on Disaster Management (ACDM) developed several rounds of the AADMER Work Programmes (WPs). The current AADMER WP 2021-2025 Priority Programmes (PP) focus is on (i) Risk Assessment and Monitoring (RAM); (ii) Prevention and Mitigation (P&M); (iii) Preparedness and Response (P&R); (iv) Resilient Recovery (RR); and (v) Global Leadership (GL) to be overseen by the dedicated working groups (WGs). UNDP is the lead UN agency for PP4.

To support the realization of the AADMER Work Programmes, the ASEAN-UN Joint Strategic Plan of Action on Disaster Management (JSPADM) is developed. The JSPADM 2021-2025 provides the mapping of various projects implemented by the UN agencies in support to the AADMER WP, whereby the UNDP's engagement is very strong though limited within the priority 4: Resilient Recovery only. Hence, BRH DRT supported implementation of the global project "Strengthening Capacities for Crisis Assessment and Recovery Planning" financed by the European Union, aiming to support regional and national stakeholders to strengthen their capacities regarding recovery activities, more specifically through analyzing gaps, opportunities, and lessons learned associated with PDNAs and recovery planning, and providing recommendations to strengthen regional collaboration within ASEAN. In 2023, the BRH DRT supported AHA Centre to develop and deliver the 'AHA Centre Executive Leadership in Emergency and Disaster Management for ASEAN programme' for the government officials of nine ASEAN Member states. Similarly, through the assessment of the ASEAN's current recovery capacities or through on-going "Preparedness for Response and Recovery for El NIÑO-associated Risks in Southeast Asia" 2023-2024, UNDP is positioning itself as a leader in Recovery agenda under the JSPADM.

UNDP has placed itself as early recovery and build back better (BBB) player. (citation)

There are two other sub-regions that invest efforts in shaping the concept and roadmaps towards resilience building in their respective sub-regions, e.g., (i) the Pacific sub-region through the Framework for Resilient Development in the Pacific,²¹ and (ii) South Asian sub-region through the SAARC Comprehensive Framework on Disaster Management for South

¹⁹ <https://asean.org>

²⁰ <https://asean.org/book/asean-vision-2025-on-disaster-management/>

²¹ <https://www.forumsec.org/frdp/>

Asia.²² There are various institutional players in each sub-region who have resilience building mandate. In the Pacific sub-region the political and economic organization of the Pacific Islands Forum²³ includes the countries that are benefiting from the BRH DRT's mandate. There is also quite strong and well-known Pacific Disaster Center²⁴ whose geographic scope is far beyond the range of countries that could potentially benefit from the BRH DRT's expertise. In the SAARC sub-region instead, the DRR-related efforts are concerted through the SAARC Disaster Management Centre²⁵. The BRH DRT's efforts in both sub-regions are driven by the COs/MCOs requests for technical assistance so far rather than by more distinct strategy at the sub-regional level towards resilience building tailored to the specific of each sub-region.

Finding #2: The gender mainstreaming and LNOB approach remained within the focus of the BRH DRT's resilience building efforts within the region. However, the practicality of adequate integration of gender mainstreaming and LNOB through all their efforts is limited by the lack of data and analytics at the granularity level that would be required for each specific intervention.

UNDP Gender Equality Strategy 2022-2025²⁶ guides efforts towards advancing gender equality and towards factoring gender equality in UNDP's programming. Through its Signature Solution 3: Resilience, the Strategy acknowledged the criticality of gender equality for resilience emphasizing that "*...gender equality determines the resilience of individuals and societies*". The main areas of focus are as following: (i) fully gender responsive DRR and DRM; (ii) resilient economic recovery to advance gender equality; and (iii) women's leadership and full participation in peace and recovery. Besides, the Strategy 2022-2025 sets a goal of matching UNDP's gender equality ambition with financial resources by setting a threshold of progressively achieving minimum 15% of allocations to advance gender equality through its programming. While the Strategy set the direction for UNDP's efforts towards gender equality, the advancement of gender equality and the measurement of such advancement needs a clear understanding of the beginning or start point. This requires careful gender analysis before shaping any intervention and indicators capturing resilience contribution to gender equality as well as gender equality contribution to resilience building.

Finding #3: The BRH DRT demonstrated strong pattern of reaching out to various practice areas within the BRH to address environment, social and economic issues and to explore collaborative efforts for resilience building. However, there are limited formal/institutionalized mechanism that drives interaction within the BRH. While there are

²² <https://saarc-sdmc.org/saarc-dm-framework>

²³ <https://www.forumsec.org/who-we-are-pacific-islands-forum/>

²⁴ <https://www.pdc.org/about>

²⁵ <https://saarc-sdmc.org/saarc-dm-framework>

²⁶ <https://genderequalitystrategy.undp.org>

limited formal/institutionalized mechanism that drives interaction within the BRH, strong collaboration with other UN Agencies namely UNESCAP and UNDRR is observed.

As the UNDP Human Development Report 2021/2022 indicated, the world entered a new normality that can be described by “...*the layers of uncertainty staking up and interacting to unsettle our lives in unprecedented ways*’.²⁷ The report indicates three novel sources of uncertainties at the global level that are driven by the purposeful societal transformation, intensifying polarization of contemporary societies, and by the Anthropocene. This emerging ‘*uncertainty complex*’ could not be addressed by a single policy, project or combined efforts of one practice area within UNDP. Instead, there is a strong call for integrated efforts to explore interacting sources of uncertainty that made development pathway ‘*far less obvious and far more open*’.²⁸ Hence, exploring and addressing multidimensional uncertainties and multidimensional risks require breaking institutional boundaries and shaping new forms of partnerships and joint programming.

For the resilience building purposes this implies purposeful and proactive interaction (i) between practice areas, and (ii) between various UN agencies. The evaluation found several examples of proactive outreach by the BRH DRT for resilience building purposes.

(i) *between practice areas:*

There are several examples of cooperation and joint efforts within practice areas with active engagement of the BRH DRT. For instance, with the BRH peacebuilding team, the BRH DRT worked on shaping the community resilience framework and piloting it in the Philippines under the efforts of supporting Bangsamoro Autonomous Region in Muslim Mindanao.²⁹ The focus was to address risks related to pandemic, natural hazard, climate change and violence. The framework was institutionalized by the Philippines Ministry of Interior and budget was allocated for its application. Three teams (the BRH DRT, the Health Team, and the Human Mobility Team) together with IIED conducted a research on a taxonomy of climate-attributable loss and damage in three areas (DRR, health, and human mobility). The Research help UNDP define its roles in supporting countries to address loss and damage. The Research findings also support UNDP’s COP28 messages. With the BRH climate security (CS) team: while there are no joint initiatives so far, however, there are discussions taking place between teams to shape shared understanding and direction. The opportunities are there through exploring loss and damage and early warning for all strategic areas as well as exploring how to integrate climate security considerations with disaster risk reduction in short, medium and long run.

²⁷ https://hdr.undp.org/system/files/documents/global-report-document/hdr2021-22pdf_1.pdf

²⁸ Ibid.

²⁹ <https://bangsamoro.gov.ph/news/latest-news/barmm-undp-agree-to-strengthen-community-resilience-against-disaster-climate-change/>

With the *BRH NCE team* (the largest in the regional hub): As it was noted by many BRH internal and external stakeholders, the conceptual, institutional and programmatic disconnect between ‘disaster’ and ‘climate’ teams within UNDP hinders effective integration at programmatic level and often confuses external players. This

Transformational impact is truly multisectoral and joint projects is the way forward. (citation)

is particularly the case with

regards to mainstreaming DRR and CCA in development planning and consolidating internal UNDP’s efforts towards this direction. While there are already convergence efforts from both sides, it still requires solid efforts to consolidate UNDP’s position regarding integrated DRR and CCA. Within the BRH, there is already active interaction between two teams to shape UNDP’s integrated position on disaster loss and damage at the corporate level. One example of such cooperation is that UNDP’s representation at COP28 Loss & Damage discussion was coordinated internally, whereby the BRH DRT was agreed to represent UNDP.

These examples indicate the explicit pattern of cross-practice coordination and interaction. Within the BRH, there are two institutional arrangements that create space for such cross-practice interaction: (i) weekly update meetings between practice area lead under the GPN/Regional programme manager and (ii) UNDP joint missions (i.e., horizontally - with engagement of different practice areas within the BRH and vertically - with engagement BRH teams and teams from HQs) and UN inter-agency joint missions (i.e., with engagement of various UN agencies). There are several examples of the latter over the period of 2018-2023. For instance, UNDP joint mission in Bangladesh (2023), Afghanistan (2020) and Joint UN Mission to the Democratic People’s Republic of Korea (DPRK) in 2019 with UNDRR, UNESCAP and UNEP. However, there is no regularity of such missions and/or mechanism that would explain the engagement of certain practice area or UN agencies in each mission.

(ii) between various UN agencies: UNESCAP, UNDRR, others:

There is a close cooperation with *UNESCAP DRR Section*, whereby the comparative advantage of UNESCAP is perceived by the stakeholders through its regional collaboration platforms and socio-economic expertise, while UNDP’s advantage through its presence in COs and comprehensive DRR focus.

There is also cooperation with the *regional UNDRR team in Asia-Pacific* with whom UNDP co-chairs the IBC Resilience. In 2020, UNDP and UNDRR signed a partnership agreement at the global level to *inter alia* further integrate disaster risk reduction measures into country planning and decision-making processes.³⁰ While the mandate for integrated efforts for risk-informed planning is created, the governance mechanisms of both organizations at the country level varies: UNDRR has no country level presence but has strong global normative expertise, while UNDP has a strong country-level organizational and programmatic footprint.

³⁰ <https://www.undp.org/press-releases/undp-and-undrr-strengthen-partnership-further-integrate-disaster-risk-reduction-measures-country-planning-and-decision-making>

The UNDRR Asia-Pacific Action Plan 2021-2024³¹ indicates areas of interests at regional and national levels that opens perspectives for more integrated efforts between agencies. Important difference in approach is that UNDRR provides support to countries with integrated planning of DRR and CCA, while within UNDP the DRR and CCA lines of activities are not aligned and require coordination between ‘disaster’ and ‘climate’ team. This impacts the possible degree of integrative efforts of both UNDRR and UNDP regarding risk-informed development (RID) at the country level.

There are *several other UN agencies* (e.g. IOM, UN Women, FAO, etc.) who are involved in regional DRR/DRM efforts (as evidenced, for instance, from the list of projects implemented in support to ASEAN-UN JSPADM), however, there were no indication suggesting active interaction with BRH DRT with them within the scope of initiatives selected for this thematic evaluation or beyond.

B. EFFECTIVENESS

Finding #4: The BRH DRT demonstrated consistency in shaping transformative change across the DRR landscape in Asia-Pacific region towards (i) regional tsunami EW system; (ii) conceptualizing and developing tools applicable for national disaster loss and damage databases; and (iii) strengthening conceptual coherence towards more harmonized risk-informed development in the region. The challenge remains creating scale of resilience building efforts and tailoring resilience building approaches towards SAARC and the Pacific sub-regions as it is done for ASEAN.

The BRH DRT demonstrated strong progress along both its commitments, i.e., (i) to strengthen value proposition of the Global DRT and (ii) to contribute to the resilience building in the Asia-Pacific region.

(i) to strengthen value proposition of the global DRT: The BRH DRT team supported the global DRT’s efforts in Africa through Sahel Resilience Project³², to strengthen regional and national information systems linked to disaster loss and damages. The BRH DRT was instrumental in defining key stakeholders, approaching national authorities, shaping and guiding discussions, supporting creating a sense of national ownership, explaining the value of disaster data for informed decision-making, providing examples from Asia-Pacific region, providing strategic advice to national consultants in the target countries, etc.

(ii) to contribute to resilience building in Asia-Pacific region: The BRH DRT’s efforts contributed to resilience building in Asia-Pacific region across all four priority areas at regional, sub-

³¹

<https://www.undrr.org/media/76306/download?startDownload=true#:~:text=Based%20on%20the%20progress%20made,climate%20change%20adaptation%20and%20anticipatory>

³² <https://www.undp.org/africa/sahel-resilience-project>

regional, national, and local/community levels. The significance or the weight of the interventions varies from level to level.

1. Preparedness & early warning: Through all three phases of the Tsunami project, the BRH DRT has contributed significantly to increased tsunami awareness among one of the most vulnerable groups, schoolchildren. Even if the institutionalization of tsunami drills, as it was envisaged at Phase II, was not fully achieved in all target communities of 18 project countries, there is a major shift at community level – e.g. greater awareness, available tools and guidelines, sensitization of community members, multiple tsunami drills implemented and many are being organized on a regular basis, etc. The BRH DRT created a novel practice of tsunami drills at schools with engagement of the local communities in the Asia – Pacific region. It also positioned the BRH DRT as the knowledge partner in building tsunami preparedness in the Asia – Pacific region. In recognition of that expertise, the BRH DRT will lead UN efforts towards commemoration of 20th anniversary of the Indian Ocean Tsunami in 2024. Also, with the Phase IV, the BRH DRT will get an opportunity to extract lessons learned and shape regional strategy for Tsunami Early Warnings to support the achievement of the “Early Warnings for All (EW4All)” initiative, hence, elevate its impact from community to regional level. It is however, important to be explicit if an intervention is designed to create a scale of impact or to provide a proof-of-concept and incite other stakeholders (in this case, dedicated national and local authorities) to scale up and replicate. The Tsunami project demonstrated both at the level of the target communities through prioritizing tsunami awareness and targeted work with schoolchildren as well as at the regional level through embarking on shaping regional strategy for EW4All, which was possible only through continuous and consistent engagement. This is not necessarily the case for other regional projects or for the projects of the COs/MCOs on resilience building supported by the BRH DRT.

2. Risk Governance: Acknowledging lack of resilience of critical infrastructure in the region and as part of G20 Working Group on DRR,³³ the BRH DRT invested its efforts in conceptualizing the WG’s work by shaping DRR Issue Note, UNDP’s Summary Offer for the G20 WG on DRR, Working Paper on DRR: Towards Resilient Infrastructure Systems. The latter provided a novel perspective towards building infrastructure resilience by shifting from the ‘infrastructure sectors’ to ‘infrastructure systems’ conceptualization. Another example is A Composite Methodology for Investing in Climate and Disaster Resilient Local Infrastructure Systems’ that was developed by the BRH DRT. Later, the methodology was converted to a web-based tool and applied to Indonesia on its existing InaRISK portal.

3. Sustainable recovery: As part of the regional crisis response team, the BRH DRT was involved in several crisis response activities through post-disaster needs assessment (PDNA) in Lao PDR (2018), in Pakistan (2022), and India (2018), providing the technical support and

³³ <https://g20drrwg.preventionweb.net>

building the case of criticality of disaster data and recovery capacities at the national level. There were also attempts to introduce the PDNA tool and subsequently, iPDNA tool to several countries. The case of the Philippines indicates challenges of linking PDNA with national data management systems and information and communication technology ICT related solutions, and strong preference of the national authorities to capitalize upon and draw upon the existing national infrastructures.

4. Risk information: Significant efforts were invested by the BRH DRT into building national systems for disaster loss and damage linked with the national information management systems. For instance, significant results were achieved in the Philippines by supporting the Department of Science and Technology (DOST) under the Government of Philippines to build a digital Data Warehouse. It took 2-year lobbying and a study based on DRRMM analytical tool (with shocking outcomes for the national authorities about the degree of misalignment and incompatibility of existing data sets), to achieve the support from all stakeholders for the design of the digital warehouse concept. The value of this efforts of the CO in the Philippines with direct support from the BRH DRT was highly appreciated by the Government of the Philippines and was rewarded with around USD3.6million for its implementation.

The level of sophistication regarding data availability, accessibility and quality varies significantly across the region. Among international development partners there is a huge disarray in terms of which data to collect, store and how to use them, while there is also a recognized need for harmonization. The challenge remains to avoid top-down approach for disaster data management and support countries with strengthening their own national data management systems in such a way that it informs national planning processes. Towards this end, the BRH DRT has implemented several nationally owned systems or databases in several countries in Asia. Examples include - Data Informasi Bencana Indonesia DIBI in Indonesia, Data Informasi Bencana Indonesia (DIBI), Cambodia Disaster Damage & Loss Information System in Cambodia, Laos Disaster Information Management LAODI system in Lao PDR, Myanmar Disaster Loss and Damage Database (MDLD) in Myanmar, and so on. All of these are managed by the respective governments for a very long time, e.g., in Indonesia and Sri Lanka for almost 15 years now, and in Cambodia – for almost 10 years. This information is beyond the focus of this thematic evaluation, however, informative to indicate the history of efforts of the BRH DRT in supporting nationally owned disaster loss and damage systems.

Built on the experience gained by UNDP BRH DRT over years and from national level implementation in several countries around the world and towards more harmonized efforts, the BRH DRT in partnership with UNDRR and WMO, is working on the new Disaster Loss Damage Tracking (DLDT)³⁴ application (currently at the prototype stage) to capture, analyze,

³⁴ <https://dltdmvpprototype.invisionapp.com/console/share/MSW2BP5G6HZ/986718180>

visualize data related to disasters and their impacts. The impact dimension of data is the novelty introduced in this new tracking application.

5. Resource mobilization: For the COs / MCOs, the BRH DRT leader is the resource person for technical support in shaping high-quality comprehensive project documents for resource mobilization, e.g. SHEILD project funded by the Government of Australia for the Philippines with USD11million budget; Bangladesh National Resilience Programme 2017-2023 (USD11million); Human Security initiative, 2024-2025 (USD420,000); telecom project for 10 Pacific islands (USD22,5million) etc.

6. Thought leadership: The BRH DRT invested efforts in developing various knowledge products (e.g. tools, methodologies, and such) that were developed, piloted and made available for a wider use. For instance, the Digital Disaster Risk Reduction Maturity Model (DDRRMM) developed by BRH DRT to unpack digital transformation for DRR tool, which was applied in 13 countries globally in partnership with UNDRR. Other examples, for instance, are the composite methodology for investing in climate and disaster resilient local infrastructure systems or lessons learned from COVID-19 recovery efforts. The mechanism for developing such products is largely regional projects. The complexity of the disaster risk drivers and intrinsic interaction of ‘uncertainty complex’ requires more focused, continuous, and science-based efforts to make sense of continuously evolving resilience needs in the region and, thereby, to inform and guide the resilience efforts of various stakeholders.

Some of resilience-related concepts: Risk informed development, prevention, risk anticipation, resilience building, area-based DRR, eco-system based DRR, community-based DRR, human rights-based approach, human security, disability inclusive DRR, gender responsive disaster risk reduction, climate finance, risk finance, development finance, urban resilience, portfolio approach, stabilization, human rights, SDGs, and *many more*

7. Conceptual coherence: linking various and often competing concepts in a meaningful and operational approach, requires continuous efforts from UNDP. The concept of ‘resilience’ has various connotations when used by different practice areas within UNDP. One of the interpretations is through the prism of human security. Within the Asia-Pacific region, the concept of ‘human security’ is widely spread as it is at the core of the philosophy of one of the main donors and partners in the region – JICA.³⁵ Within UNDP,³⁶ while at the core of Human Development Reports, at the operational level this concept was widely used in the context of ‘humanitarian crises’. Instead, the link with the development discourse (through prevention focus, understanding of vulnerabilities, emerging risks, resilience, early action,

³⁵ https://www.jica.go.jp/Resource/jica-ri/publication/booksandreports/iveaq80000071xq-att/Human_Security_Today_EN_20221031.pdf

³⁶ <https://www.un.org/humansecurity/what-is-human-security/>

etc.) is an emerging narrative. Such a broader perspective on human security is calling for integrative approach to addressing multidimensional causes and consequences of complex challenges. While there are ongoing efforts to update the conceptual understanding of human security in today's context on the background of a huge disarray in conceptual narratives across UNDP, within the Asia – Pacific region there is a need for more streamlined understanding and addressing multidimensional uncertainties, risks, and crisis from the perspective of both human security and resilience. Towards this end, the BRH DRT embarked on implementing *“Integrating human security in development programming for building resilience to address multi-dimensional risks in Asia and the Pacific – Development of a methodological framework”* (2024-2025). This initiative should showcase how multidimensionality could be explored from different conceptual backgrounds and provide further food for thoughts to enhance operationalization of multidimensionality through various programming efforts across practice areas within the BRH.

8. *Scale*: The major challenge for the BRH DRT remains the balance between small scale targeted interventions and the scale of resilience building in the region. Many stakeholders interviewed asserted that there is limited scale of resilience triggered through UNDP's resilience building efforts in the region. In search for balance, there are two critical considerations to highlight. First, In the BRH DRT's efforts to create scale through its regional projects, it is critical to avoid premature convergence, i.e. to embark on shaping interventions at scale when the patterns are not yet explicit. For instance, with the Tsunami project, it took about five years, consistency from the donor and the BRH DRT, and traction from the local communities to enter into the Phase IV where lessons learned would be translated into regional-level solution (e.g. regional strategy for Tsunami Early Warning). Second, the scale of resilience efforts could be achieved or missed at the country level. While the BRH DRT supports COs/MCOs on risk-informed Common Country Analysis and this later informs the programmatic portfolio in each country, the decisions on where to invest for resilience building at the country level is the prerogative of each CO/MCO. The major contribution towards the UNDP's resilience building efforts is provided by the COs/MCOs and require continuity of efforts at that level to generate the scale and address even the most persistent risks. Continuity of efforts to generate scale at the county level depends on a variety of factors including availability of funds, traction from the side of national authorities, traction from the side of CO management, focus on systemic risks, technical capabilities of the CO/MCO staff, and many more. Ensuring the scale of UNDP's efforts towards resilience building should be focused on country level while the role of the BRH DRT remains to create enabling environment for the COs/MCOs to perform, e.g. generating knowledge, building capacities, mobilizing resources, advocacy, and such. Third, creating scale is possible when the interventions are based on careful learning of what works and what does not. Hence, the criticality of enhancing learning function within the BRH DRT for its global, regional, and national level efforts.

9. *Localized support to sub-regional specifics:* Given the complexity of the Asia-Pacific region, it remains critical to adequately tailor the resilience building efforts to the specifics of its highly diverse context. The ‘tailoring’ take place through regional projects and COs/MCOs support. However, there are specifics that could require rather distinct strategy and approach towards resilience building at the sub-regional level. Hence, ASEAN is actively shaping such approach and collaborating with UNDP where the UNDP BRH DRT is the lead UN partner for recovery efforts. Similarly, the Pacific or SAARC sub-regions are very distinct in their hazard profile, exposure, vulnerabilities and coping capacities. The specifics of the countries in the Pacific sub-region include their small size and the imperative for sub-regional cooperation that ensures the economy of scale. This requires formulating and explain the philosophy of the ‘*solidarity for DRR*’ and providing the rational for radically different approach for DRR for the Pacific small islands developing states (SIDS). The specifics of the hazard profile in the Pacific sub-region suggests tight links of climate change adaptation and disaster risk reduction measures, a unique source of shared programming between both teams. The importance of this approach is acknowledged and explicit in the Pacific Sustainable Development Cooperation Framework 2023-2027³⁷ which is further in line with The Framework for Resilient Development in the Pacific 2017-2030,³⁸ and specifically, in its Goal 1: Strengthening integrated adaptation and risk reduction to climate change and disasters. The resilience building in the SAARC sub-region too requires a distinct approach as a sub-region which homes 1,3 billion of the world population and which includes countries with complex public administration system and diverse civil society.

10. *Covid 19 Support:* The main part of the period covered within this thematic evaluation was significantly impacted by the implications of the COVID-19 global pandemic. A highly uncertain and volatile context of the global pandemic required various restrictions and shifting working modalities across all stakeholders to then unknown and unexperienced virtual modality. As for many stakeholders, the pandemic caused some delays in the implementation, challenges in accessing national and local stakeholders, predictability of the workflow and funding as well as shifting priorities from DRR to COVID-19 response and socio-economic recovery at the country level. The donor priorities were shifted towards COVID-19 response and towards socio-economic recovery strategies with prioritization of care economy. Without any experience of the pandemics, the BRH DRT adapted to the rapidly changing needs and external environment and made provisions to adjust to the lockdowns in the countries and switched to the virtual mode and continued with the work.

³⁷ https://pacific.un.org/sites/default/files/2023-07/9669_UNSDP_pacific_A4_5.7.23_SHORT_FINAL_version_low_res_0.pdf

³⁸

<https://www.forumsec.org/frdp/#:~:text=The%20Framework%20for%20Resilient%20Development%20in%20the%20Pacific%20aims%20to,that%20are%20resilient%20to%20climate>

More specific work to address pandemic in Asia-Pacific region includes the following: (i) a study, titled “Recovering from COVID-19: Lessons from past disasters in Asia and the Pacific” (2020),³⁹ (ii) at the request of the India National Disaster Management Authority (NDMA) Advisor, BRH DRT, UNDRR, and IFRC brought together experts from governments and international agencies from New Zealand, Malaysia, the Philippines, and Hong Kong (SAR) and identified five lessons to strengthen legislation to better respond to the pandemic, and (iii) a study on “Benchmarking Health Care Waste Management and DRR Capacities in Five Asian Countries” (2023)⁴⁰ to explore and support COVID-19 waste management in five Asian countries.

Finding #5: The extend of the BRH DRT’s efforts towards capacity development of the national implementing partners of the case study countries is remarkable through increased exposure to know-how, accessibility of tools and institutionalization of solutions to support resilience building, exploring innovative ideas. There is, however, a gap in shared understanding of resilience and RID across practice areas from a perspective of multidimensionality of uncertainties, risks and crisis both at the BRH and COs/MCOs level.

The BRH DRT’s efforts of building capacities of national implementing partners were realized through various channels: through regional projects; through direct consultations; through participation in various regional or global events; through getting access to various knowledge products; through institutionalization of tailored solutions; etc. Importantly, capacity development of the national implementing partners should also be seen through the capacities of the UNDP’s teams within COs and MCOs.

(i) Capacity Development for the national counterparts (e.g. national and local authorities, non-governmental organizations, citizens, etc.): Through various regional projects, as indicated above, the BRH DRT left a noticeable footprint on the capacities of a wide range of national and local stakeholders. The extent of the BRH DRT’s efforts within this evaluation could be seen through the case-studies in Indonesia and the Philippines, which are among the countries with most intense interventions from the BRH DRT’s side. In both countries, there is evidence of solutions that were internalized and are currently widely used. *In Indonesia,* the BRH DRT supported CO and the national counterparts

*Without BRH DRT we would not be able to achieve these results.
(citation)*

to conceptualize and develop InaRisk⁴¹ system that links disaster data with development planning and is open to any user (public or private). There is also InaRisk Personal application for individual use allowing near real time information about disaster index across the whole

³⁹ <https://www.undp.org/publications/recovering-covid-19-lessons-past-disasters-asia-and-pacific>

⁴⁰ <https://www.undp.org/asia-pacific/publications/benchmarking-health-care-waste-management-and-drr-capacities-five-asian-countries>

⁴¹ <https://inarisk.bnpb.go.id>

territory of Indonesia. Currently, there are over 400,000 individual users of this application. The case of Data Warehouse that was conceptualized and developed in the Philippines with direct support from the BRH DRT is another example of a capacity development that allowed for more harmonized data sharing across governmental units and better-informed decision-making. This example demonstrates how resilience building efforts under risk information priority area triggered major impact on the functioning of the whole national public administration system in the Philippines.

(i) CD for UNDP 'disaster' teams and the colleagues from other practice areas within COs/MCOs: Acknowledging that 'uncertainty complex' incites unforeseeable range and types of risks, the call for portfolio approach within UNDP is gaining stronger ground but requires stronger capacity development efforts.

Only in few cases the UNDP COs/MCOs have dedicated DRR staff (ranging between 1-3 person in average), while in most cases there are climate change (CC) focal points performing DRR function. This situation has both advantages and disadvantages. It is an advantage that DRR and CC functions at the country level are merged to some extent. However, it's a disadvantage when DRR function became a side effect with minimum attention given that funding for CC drives the programmatic focus of COs/MCOs.

The major gap in capacities and capabilities both at the BRH level and at the COs/MCOs level is to ensure harmonized understanding of resilience and RID from the perspective of multidimensionality of risks, uncertainties, and crises among the DRR staff at COs / MCOs, which inevitably hinders a common sense of direction. This situation requires very close attention as it is a critical prerequisite for creating scale of resilience building efforts. The priority is not to teach 'how to do' but to continuously shape the staff's 'resilience lenses' as a mental construct to allow adequate decision-making at its own level through the prisms of those lenses. This should also provide a shared ground for advancing portfolio approach at the country level.

Finding #6: (a) The BRH DRT demonstrated multiple examples of novel and useful solutions developed, piloted and put in use at community level, national, sub-regional or regional levels. **(b)** Experimental engagement with Japanese private sector revealed valuable lessons learned for future effective partnership with private sector organizations.

Various definitions of innovation would suggest some key elements such as novelty, usefulness, and practical application. What is innovative for one community might not be so for another and innovation should be seen within the boundaries of its context. Throughout its efforts the BRH DRT demonstrated several examples of novel and useful solutions developed, piloted and put in use at community level, national, sub-regional or regional levels. For instance, the digital DRR maturity model (DDRRMM) framework, or the micro-scale

risk assessment in Indonesia, or report on Benchmarking Health Care Waste Management and DRR Capacities in Five Asian Countries (2023), etc.

The BRH DRT experimented with a novel modality of engaging with a private sector. Through the Global Centre for Disaster Statistics the collaboration with Fujitsu Limited and Tohoku university was established. Through DX4Resilience initiative, the BRH DRT launched the Co-creation Partnership with Japan Bosai Platform (JBP)⁴² to leverage digital technologies by the private sector to enhance the disaster resilience of the vulnerable groups in the project countries. While *experimental*, these initiatives leveraged several key lessons to be taken into consideration for shaping adequate partnership modality with the private sector tuned to the expectations and comparative advantages of the partners.

During 2017-2020, the BRH DRT collaborated with the International Research Institute of Disaster Science (IRIDeS) at Tohoku University and Fujitsu Limited to establish Global Centre for Disaster Statistics (GCDS). While the concept of the project was not sufficiently tuned to the expectations and capacities of each implementing partner, this experiment delivered several useful lessons learned on how to optimize engagement with private sector and sharpen value proposition to countries without compromising their data ownership. The main lessons learned is the criticality to ‘translate’ the comparative advantages of each engaged partner into a meaningful ‘partnership modality’ with a long-term horizon of engagement, beyond the life cycle of the project. More specific lessons learned is that the business model with private sector requires: (i) explicit combination of grant and commercial offer, (ii) to translate (scientific) concepts into concrete specifications for modelling i.e. system engineer expertise was missing; (ii) technology transfer to be accompanied with several considerations to avoid dependency, ensure interoperability, avoid high costs, ensure co-creation and co-development, consider use of language for technical instructions.

C. EFFICIENCY

Finding #7: (a) The capacities of the BRH DRT’s staff are stretched and the sustainability of staffing and funding is questionable. The current modality of the regional projects is not viable, sufficiently effective and sustainable for the future. (b) The functions of monitoring, learning, knowledge sharing and resource mobilization within the BRH DRT require stronger attention. (c) The BRH DRT demonstrated degree of agile management around its regional projects in response to emerging project risks but does not have a comprehensive risk management and monitoring systems to inform the realization of the full scope of its mandate.

The efficiency of the BRH DRT should be seen through its *staffing* (i.e. the composition and expertise), *work modalities* (i.e. regional project modality, COs/MCOs technical support,

⁴² <https://www.undp.org/asia-pacific/news/undp-and-japan-bosai-platform-work-together-accelerate-digitalization-disaster-risk-reduction-vulnerable-groups>

global advisory), and funding streams. With limited financial resources, the BRH DRT demonstrated remarkable degree of improvisation to deliver its programmatic portfolio at BRH as well as global level. The question is the value for money (VfM) or good resource use and if the resources used are justified. The reflection on the VfM is critical, however, it must be acknowledged that the next-best alternative it not always clear or measurable due to complex environment of the BRH DRT and the lack of obvious benchmarks. The evaluative reasoning on the VfM of the BRH DRT's staffing, work modality and funding streams is based on the evidence collected and the reflections of the stakeholders.

Funding streams: the financial streams of the BRH DRT to realize its mandatory outcomes include the following:

- a) core funding from the Crisis Bureau covering the costs of the personnel and some funding of the global projects;
- b) BRH annual core allocation (Table 4 below)
- c) regional projects (non-core fundings);
- d) COs/MCOs covering the expenses related to technical assistance (excluding staff costs covered under the core funding);
- e) funding for crisis response and recovery activities through UNDP TRAC 3⁴³ resources

The none core funding is provided through the COs/MCOs when the BRH DRT support is required by the COs/MCOs (excluding costs of the staff). When the BRH DRT's support is required during crisis response, the resources are mobilized through UNDP TRAC 3 funding. Also, the non-core budget includes the funding generated through regional projects or regional components of the global projects as well as through COs/MCOs. The main core funding budget for the BRH DRT includes costs of staff and provided by the Crisis Bureau. Another stream for core funding for the BRH DRT is the annual allotments from the BRH as presented in Table 4 and which are extremely limited varying from Zero to max USD260,000 annually.

Based on the requirements and guidance of UNDP Enterprise Risk Management (ERM) Policy (2018), all UNDP programming is expected to continuously identify, assess, and respond to risks to its interventions (e.g. project, programme, portfolio, etc.). The BRH DRT demonstrated sufficient degree of risk management and agile project management within their regional projects. However, there are no other practices within the BRH DRT to identify and monitor risks and steer the management of its human and financial resources towards its both commitments, e.g. resilience building in Asia-Pacific region and strengthening value proposition of the Global DRT. The risk management for the BRH DRT's efforts should be seen through the prism of strategic decision-making when making choices towards the realization of its commitments and as an indivisible part of its regular reporting and learning processes.

⁴³ <https://popp.undp.org/policy-page/allocation-trac-3-resources-crisis-engagements#:~:text=The%20purpose%20of%20TRAC%203,from%20the%20impact%20of%20crisis>

Table 4: BRH DRT core budget allotments, 2018-2023

<i>Budget categories</i>	<i>Years</i>											
	<i>2018</i>		<i>2019***</i>		<i>2020</i>		<i>2021</i>		<i>2022</i>		<i>2023</i>	
	<i>BA*</i>	<i>BU**</i>	<i>BA</i>	<i>BU</i>	<i>BA</i>	<i>BU</i>	<i>BA</i>	<i>BU</i>	<i>BA</i>	<i>BU</i>	<i>BA</i>	<i>BU</i>
	107,000		0	0	260,000		56,000		265,000		180,000	
International Consultant (712XX)		27,500				126,591		52,500		117,874		77,500
National Consultant (713XX)		5,869				72,565				3,499		
Service Contractor (714XX)						16,681				62,555		21,641
Travel on Mission (716XX)		20,014								1,327		3,550
Institutional Contract (721XX)		24,998				25,272				38,725		
Printing, Equipment and Accessory (724XX)		2,375				7,024		114		6,011		78
Rental and Operating Expense (731XX)		51				5,186				2,985		
Communications Product (742XX)		2,077				3,074				636		3,391
ISS Transactional Fee (643XX and 745XX)		1,783				3,249				6,955		2,175
Meeting and Workshop (757XX)		16,938								24,340		70,756
Total	107,000	101,605	0	0	260,000	259,642	56,000	52,614	265,000	264,907	180,000	179,091

BA-** Budget allotment (allocations for that year per budget category) / *BU-**Budget utilization (actual spendings for each budget category for that year)

******* For the year r2019, core resources were provided to the Nature, Climate and Energy (NCE) team for joint work on urban resilience, the BRH DRT hired a consultant on urban resilience while the resources were managed by the NCE team.

Staffing and technical expertise: The BRH DRT team is composed of the following positions: the formally approved organizational set up that includes Team Leader (P5), Programme Specialist, Disaster Risk Information and Application (P4), Programme Specialist, Recovery Preparedness and Crisis Response (P3), and Programme Assistant (G5), as well as additional positioned secured by the BRH DRT for the Consultant (IPSA9), and Disaster Risk Management Officer (UNV, International Specialist).

The current staffing of the BRH DRT is relatively large comparing to those from the other regional hubs, however, it is rather small team to absorb the volume of DRR work at the global, regional, and national levels. As a result, everyone in the team is engaged in what is the most pressing line of activity now, supporting the team leader with high solidarity to deliver upon the BRH DRT commitments. However, this situation results in a certain degree of mismatch between the Terms of References (TORs) of each team member with their actual scope of work. Besides, while the BRH DRT's scope of commitments is to deliver upon all four global DRT's strategic priorities, the available TORs suggest that only a portion of the strategic outcomes are targeted, and hence, prioritised through the TORs. This also explains the team composition with or without adequate technical expertise. In some cases, it is merely a matter of updating the TOR, but in other cases, it is a mismatch between what is envisaged within the TOR (and, hence, the required expertise) and the actual workload, which might create a missed opportunity for the portfolio of the BRH DRT. Optimizing the workload would be beneficial to create space for targeted activities in line with the BRH DRT's commitments.

The burden of initiating, designing, negotiating with internal and external partners, mobilizing resources, implementing, providing technical support, and representing the organization at various global, regional, and national platforms/networks is already quite high for the BRH DRT. Along this process, there is a need for continuous *monitoring and learning* function which is currently dispersed within the team members and is limited to some lessons learned analytics within the confines of regional project reporting. Learning has its critical value also from South-South cooperation perspective, allowing the countries from the region to build their capacities through learning from each other and requires stronger attention.

The BRH DRT has developed several knowledge products that were made available within the project partners and beneficiaries. However, the value of many such products could be beyond only the project beneficiaries and, as experience shows, when larger exposure is created, there is more traction to utilize those products from various stakeholders. For instance, when the InaRisk was presented only at one regional workshop, there was a wave of interests from the countries to learn more and possibly, to replicate the system. Hence, there is a need for continuous *learning and knowledge sharing* across the region, a function that is less attended within the BRH DRT. Besides, to address multidimensionality of uncertainties, risks, and crises, the UNDP's resilience efforts could be further strengthened by high-quality science-based analytical products to guide and inform resilience building

efforts at country, sub-regional and regional levels. This too, requires distinct attention from the BRH DRT.

Reporting is a highly valuable instrument not only for accountability purposes but also for learning and knowledge sharing purposes. The BRH DRT has two corporate reporting lines. It contributes to the Annual Report DRR and Recovery for Building Resilience 2018, 2019, 2020, 2021, 2022, and 2023 developed by the Global DRT. Also, the BRH DRT contributes to the BRH RPD's reporting (the ROAR reporting). When implementing regional projects, it also provides tailored donor reporting within those regional projects. The ROAR reporting, while geared to the RPDs' outcomes, provide very concise statements about progress made or achieved or challenges at various degree of granularity which does not allow to embrace the whole complexity of the context, efforts, challenges, and the results achieved. The BRH DRT's contribution to the Global DRT reporting is also at the high degree of generalization. They were informative but the value of analytics for this thematic evaluation was rather limited.

And last but not least, continuous efforts over years at regional sub-regional and country levels requires targeted funding to support solutions that can trigger systemic changes for DRR in the Asia – Pacific region. This should inevitably be based on evidenced learning and requires strong **resource mobilization** strategy both to support COs/MCOs and to realize regional projects.

Work modality: (i) Regional projects: The regional projects are critical drivers for the BRH DRT to deliver upon their commitments in the Asia-Pacific region. The regional projects open new opportunities for the COs/MCOs through *inter alia* engaging with new partners; entering in a new DRR-related field which otherwise might not be within the priority scope of the CO; exploring relationships with new donors; access to new knowledge; interaction with the other countries in the region; and many more.

The current mechanism of the regional projects has significant disadvantages, e.g. (i) the regional interventions come as a burden to CO team, (ii) confuse the mandatory function of CO team which has oversight role while for the regional projects, the CO team become an implementer, and (iii) the standard 8% of the General Management Support (GMS) provided is not sufficient to compensate for the time and efforts of COs' staff shifting these resources from delivering the COs' priorities towards the regional projects. This creates a situation of high reluctance among CO teams to be engaged in the regional initiatives, unless this modality is adjusted accordingly.

Work modality: (ii) Support to COs/MCOs:

The VfM of the support provided by the BRH DRT should be seen through its objective limitations: planned and ad-hoc requests from 24 COs/MCOs, planned and ad-hoc requests from the global DRT, crisis response activities, and only 5 technical members of the BRH DRT.

The balance is already challenging. In often cases, one of the staff members could be requested from a CO/MCO for a long-term assignment (from few weeks to few months), basically depleting the BRH DRT's resources for a significant period of time. This modality of service provision to the COs/MCOs raises questions of its sustainability, also given the fact that there is UNDP expert roster to address capacity gaps for specific purposes. Two opportunities could be explored to optimize the human resource allocation from the BRH DRT. First, there is a need to create a system of 'twins' for the BRH DRT's or a system/network of resource people from the region to spread the capacities across the region and to allow the BRH DRT to strategically target the most critical requests, while the other requests could be absorbed through that network of resource persons. Second, any long term (above two weeks) missions could be realized through mobilizing support from the UNDP roster of consultants. This equally applies to the crisis response function of the BRH DRT.

Finding #8: The BRH DRT invests significant efforts in shaping strong partnerships to advance its portfolio of interventions with the BRH practice areas, with the UN agencies (e.g. UNESCAP, UNDRR, WMO) and with the external partners (e.g. ASEAN, ADB). However, there are multiple opportunities still to utilize.

While the BRH DRT demonstrated fit-for-purpose partnership with various internal and external stakeholders, some pattern is emerging:

(i) Internal within the BRH: the BRH DRT has a strong reputation of high-level technical team within the BRH and there are several examples of active engagement with different practice areas. The engagements are driven by the temporary match of interests and in the pursue of a shared opportunity as well as by the normative context of the RPDs. There are two defining features that impact the partnership environment within the BRH but not only: (i) the conceptual and institutional separation between climate and DRR practice areas across the whole vertical of relationships within UNDP; and (ii) the proliferation of multiple concepts across the organization that drive the attention and resources to often different directions, missing a unifying sense of 'resilience' across all practice areas.

(ii) External with the other UN agencies: the BRH DRT has established effective relationships with several UN agencies that allow amplifying comparative advantages of each agency. With UNDRR – the partnership benefits strongly from the UNDRR's normative work and UNDP's presence at the country level though this is somewhat confused to the certain extent by the UNDRR's direct engagement in programmatic activities with the countries. Besides, very targeted work of UNDRR on integrated DRR/CCA mainstreaming in national development planning,⁴⁴ provides a strong opportunity to UNDP for joining efforts, which has been agreed at the global level through the Statement of Intend (Sol). However, this is largely a missed

⁴⁴ <https://www.undrr.org/publication/policy-brief-towards-risk-informed-implementation-2030-agenda-sustainable-development>

opportunity for UNDP that has the challenge of an institutional separation between disaster and climate workstreams. With UNESCAP – the partnership can further benefit from the political platform provided by UNESCAP through its member states and its strong socio-economic expertise. With WMO – the partnership is at the programmatic level to explore new Disaster Loss Damage Tracking (DLDT) application, benefiting from the access to the network of national meteorological organizations.

The range of UN agencies engaged in DRR in Asia – Pacific region is much broader though and it is important to create an effective mechanism and communication line with all of them and position the BRH DRT as an ‘integrator’ on multidimensional uncertainties, risk and crisis. Partnerships with the UN agencies are driven by UNDP’s comparative advantages in DRR, e.g. strong expertise in DRR; country presence; strong knowledge of the country specifics; wide and strong networks at the country level; comprehensiveness of UNDP portfolio and possibility of mobilizing internal expertise when relevant; long history in DRR at the global and regional level; possibility of shaping comprehensive programmes to address multidimensionality of risks, uncertainties or crises; etc. A promising platform for UN-wide collaboration and potential partnership is the IBC Resilience, co-chaired by UNDP and UNDRR, even though the limitation is that the IBC does not have resources to allocate for addressing country demands and is purely based on limited voluntary contributions of the UN agencies.

Another opportunity for building partnership with UN agencies is the portfolio approach, which is gaining momentum within COs/MCOs though requires strong capacity development of the UNCT to understand multidimensionality and cascading nature of uncertainties, risks, and crises as well as better alignment of resilience thinking across UNCT members. Emergence of pooled funding⁴⁵ and specifically, country-level pooled funds (e.g. SDG country funds) open new opportunities for UN agencies to consolidate efforts and build upon agency-unique comparative advantages when exploring joint programming using a pass-through (inter-agency pooled fund) modality.

(iii) Partners external to UN system: the partnership with the private sector through the Japan Bosai Platform continues and interactions remain, which is a ‘positive externality’ from the experimental regional project. Another positive example is the relationship with ASEAN under programmatic framework, whereby the BRH DRT positioned itself as a strong recovery partner for the ASEAN Secretariat and especially, AHA Centre,⁴⁶ which is the primary mechanism for responding to disasters in the region. There is interaction with the Association of people with disabilities in Thailand even though more on an ad-hoc basis, meaning, keeping positive relationships and engaging them on various DRT-related events. There is a strong disability inclusion networks and foundations in Asia – Pacific region, which opens

⁴⁵ https://mptf.undp.org/sites/default/files/documents/2022-11/inter-agency_pooled_funds-key_concepts_and_definitions_0.pdf

⁴⁶ <https://ahacentre.org>

opportunities for strengthening the BRH DRT's efforts from LNOB perspective: e.g. ASEAN Disability Forum (ADF),⁴⁷ Disabled People International Asia-Pacific Region (DPI/AP),⁴⁸ Asia-Pacific Development Center on Disability (APCD).⁴⁹ This landscape of regional and national partners in the Asia-Pacific region provides a solid foundation to intensify efforts towards advancing disability inclusion in DRR following the UNDP Policy Brief "Advancing Resilient Future for All: Advancing Disability Inclusion in Disaster Risk Reduction and Recovery for Building Resilience and Leaving No One Behind" (2023).

(iv) Regarding engagement with different donors: each donor requires tailored approach that is best fit to its agenda and expectations. It remains critical to maintain the focus on the donors' expectations when approaching them and especially, when entering into contractual relationships with them (e.g. ADB's interest to make its DRR efforts visible to the countries through engaging with UNDP, the expectations from the Government of Australia to be engaged in project-related decision-making, the Government of Japan has its vision on building resilience in the region through engagement of its private sector, etc.). With all these complexities of expectations and commitments, the BRH DRT has managed to establish very fruitful relationships with several donors. The donor base is much larger and more targeted engagement from the DRT would help the BRH DRT to expand its portfolio of interventions and support the COs/MCOs to realize their strategic priorities.

Based on the focus of this thematic evaluation, there are several attention points that are important to flag for the BRH DRT to consider when exploring partnership arrangements along the four strategic priority areas for the BRH DRT:

- *Regarding integrated risk governance:* UNDRR and UNDP prioritize integrated mainstreaming of disaster and climate risks into development planning.⁵⁰ For UNDP to adhere to this commitment, there is a need to address the institutional separation between disaster and climate workstreams within UNDP. Another important area for strengthening resilience in Asia-Pacific region and building effective partnerships is urban resilience. For the Asia – Pacific region, urbanization is one of the major drivers of complexity, e.g., with an average rate of 3% of annual urbanization, the East Asia and the Pacific is the world's most rapidly urbanizing region,⁵¹ which comes with a range of uncertainties and risks.⁵² Urban resilience is highlighted as one of priorities for the Global DRT, the narrative and the value proposition of the DRT's urban resilience is not yet fully shaped for the Asia-Pacific region.

⁴⁷ <https://aseandisabilityforum.com>

⁴⁸ <http://www.dpiap.org>

⁴⁹ <https://www.apcdfoundation.org>

⁵⁰ <https://www.undrr.org/publication/policy-brief-towards-risk-informed-implementation-2030-agenda-sustainable-development>

⁵¹ <https://www.unescap.org/sites/default/files/SPPS-Factsheet-urbanization-v5.pdf>

⁵² <https://www.adb.org/features/facts-and-data-about-cities-and-urbanization-asia>

- *Regarding disaster and climate risk information:* there is a need to prioritize promotion of national loss and damage systems over establishing PDNA-based systems at national level while building on the existing national data infrastructure and prioritize showcasing digital solutions to risk information across the region. Acknowledging the criticality of the Data Strategy of the Secretary General for *Action by Everyone, Everywhere: With Insight, Impact and Integrity*,⁵³ it remains critical for the BRH DRT through the global DRT to shape the DRR data strategy and roadmap to guide the relevant corporate efforts. The UNDRR’s Data Strategy and Roadmap 2023-2027⁵⁴ provides a solid benchmark in this field.
- *Regarding sustainable recovery:* while at the national level, UNDP COs/MCOs implement a range of portfolio interventions not limited to disaster recovery, much of the BRH DRT’s efforts at the ASEAN sub-region, where BRH DRT has the most visible footprint, remains within ‘recovery’ discourse. This gives a confused message to the external stakeholders about the focus of the BRH DRT. There is a need to stronger positioning of the BRH DRT as Resilience expertise centre in the Asia-Pacific region.
- *Regarding Early Warning & Preparedness:* acknowledging the specific of the region, it remains critical to continue the BRH DRT’s efforts towards building regional/sub-regional Tsunami EW system. From a perspective of multi-hazard early warning system, it is further recommended to consider climate-induced slow-onset disasters and factor foresight into EW system. Special attention point are unpredictable high-risk events, the so called, High Impact Low Probability (HILP) events that require understanding of how vulnerabilities amplify across different systems and defining a common point of failure between different threats (e.g. through stress-testing and modeling).

The most important consideration, however, is that the variety and variability of uncertainties and risks cannot be fully envisaged and subsequently absorbed by the BRH DRT, by the BRH alone, or through any one partnership. What is important instead, *is to create a mechanism within the BRH that would allow scanning the risk and uncertainty landscape across the Asia – Pacific region at different levels in a comprehensive way (e.g. beyond any thematic focus areas) and identify the common points of failure between different systems (with primary focus on local level) to prioritize interventions to address the risks around those ‘points of system failure’.* This is also in line with UNDP’s shift towards understanding and addressing systemic risks. Approaching partnerships from this perspective can open up a range of new opportunities for UNDP when engaging into programmatic relationships with UN agencies and other stakeholder

⁵³ https://www.un.org/en/content/datastrategy/images/pdf/UN_SG_Data-Strategy-one-pager.pdf

⁵⁴ <https://www.undrr.org/media/88385/download?startDownload=true>

D. SUSTAINABILITY

Finding #9: *There is positive sustainability potential of the BRH DRT's efforts at different granularity comparable with the level and the focus of each intervention.*

The concept of sustainability is often misinterpreted and wrongly approached. There are two critical issues to be considered when reflecting on the sustainability of the BRH DRT's interventions:

- (i) *Focus on a system:* discussion of sustainability should be seen within the boundaries of the system where the intervention took place, e.g. sustainability of the 'micro' level interventions at the community level should be seen from the perspective of each specific community and not country or the whole of the Asia-Pacific region.
- (ii) *Focus on a risk:* discussion of sustainability should be seen through the prism of the risk or uncertainty the intervention was designed to address and if the solution(s) allowed for lasting effect or not. Hence, there should be no confusion of sustainability of the solution when the risk is no longer relevant or present.

Approaching sustainability from the perspective of above-mentioned considerations, the efforts of the BRH DRT have demonstrated positive sustainability potential within the focus of each specific intervention. In general terms, there were *positive changes across all four strategic priorities of the BRH DRT with strong examples of positive change in safety culture (e.g. at school level), increased effectiveness and efficiency of public administration system in the Philippines (e.g. when a mechanism and a system was developed to support the governance of national public administration system through reliable data), strengthened disaster national loss and damage systems (e.g. Indonesia), etc.* Hence, there is positive sustainability potential of the BRH DRT's efforts at different granularity comparable with the level and the focus of each intervention.

As evidenced from the regional interventions covered within the scope of this thematic evaluation, the BRH DRT's regional initiatives did not produce sustainability and exit strategy. While this comes with additional efforts which might not always be incorporated into the project design, it's a critical reflection point, a helpful tool for the project partners for their future steps, and a strong accountability instrument towards its beneficiaries.

Finding #10: *The BRH DRT's support in project design and development catalysed significant additional funding for the COs/MCOs resulted in several successful large-scale project fundings.*

SHIELD project funded by the Government of Australia for the Philippines with USD11million budget; Bangladesh National Resilience Programme 2017-2023 (USD11million) Human Security initiative, 2024-2025 (USD420,000); telecom project for 10 Pacific islands (USD22,5million) etc.

Finding #11: The BRH DRT efforts remained tuned to the realization of the UN reforms at the regional level specifically through investing efforts in (i) resilience building for peace and security and (ii) delivering as One UN.

In line with the UN reforms pushing for more shared direction of Management, Development and Peace and Security reforms, the BRH DRT contributes to this in various ways. In line with the division of roles and responsibilities assigned to a regional UN entity as defined in the *Management and Accountability Framework of the UN Development and Resident Coordinator System (2021)*⁵⁵, the BRH DRT maintains its role by providing support to UNCTs; engage with other entities to shape and implement Cooperation Framework; provides facilitation, technical support and capacity development to COs/MCOs; develop regional and sub-regional knowledge products (e.g. guidance, tools, procedures, etc.), participate in the Regional Collaborative Platform as Co-Chair of the IBC Resilience; facilitates some cross-country learning.

As the Co-Chair of IBC Resilience, the BRH DRT is actively engaged in shaping harmonized focus of various UN agencies towards resilience building within Asia-Pacific region. This is an ongoing process and requires continuous attention with potentially stronger efforts to create a shared sense of direction within all UN agencies investing in the region. Another critical aspect of UN reform includes prioritization of prevention and sustaining peace. This imperative created a window of opportunity for more joint programming with peacebuilding team of the BRH. One successful example of joint efforts was found in the Philippines where joint efforts were invested in shaping the community resilience framework, which was institutionalized by the Philippines Ministry of Interior.

9. CONCLUSION

The evaluation concludes that the BRH DRT created a strong footprint in resilience building in Asia-Pacific region and specifically in ASEAN sub-region through its technical expertise and guidance regarding its sustainable recovery and risk information strategic priorities. It also demonstrated highly responsive support to COs/MCOs, building partnerships with multiple external stakeholders and mobilizing resources to support COs/MCOs to address the priority needs for resilience building. The BRH DRT also provided strong backing to the Global DRT through targeted support for disaster risk information and sustainable recovery.

Conclusion 1: Relevance & Coherence

The BRH DRT's resilience building efforts demonstrated high degree of relevance towards strategic priorities set forth under the BRH and Global DRT as well as towards the needs of

⁵⁵ <https://unsdg.un.org/sites/default/files/2021-09/MAF%20-%20Final%20-%2015%20September%202021.pdf>

COs/MCOs in their efforts to adhere and achieve progress along multiple global, regional, and national strategic priorities. There is, however, a strong need to strengthen LNOB efforts in line with UNDP corporate guidance on LNOB. The BRH DRT demonstrated a strong pattern of engaging with other practice areas at BRH in the absence of an institutionalized mechanism that drives interaction.

Conclusion 2: Effectiveness

While the BRH DRT demonstrated consistency towards shaping transformative change across several dimensions (e.g. regional tsunami EWS, national loss and damage systems), the criticality of building resilience capacities of the COs/MCOs and across the BHR practice areas remains critically high. It remains important for the BRH DRT to embrace ‘integrator’ role and become ‘expertise centre’ among the BRH and COs/MCOs as well as among external stakeholders regarding understanding, conceptualizing and factoring in programming the multidimensionality of risks, uncertainties and crises.

Conclusion 3: Efficiency

The BRH DRT is significantly stretched in its capacities, which causes low sustainability of its staffing, funding streams and work modality specifically through regional projects. To amplify its comparative advantages, the BRH DRT has demonstrated a pattern of successful partnerships with UN agencies (e.g. UNDRR, UNESCAP) and external partners (e.g. ASEAN, ADB). More tailored approach towards SAAR and the Pacific sub-regions as exemplified by the efforts in ASEAN could further increase efficiency of the BRH DRT’s efforts. Stronger efforts towards risk management, monitoring, learning, and knowledge sharing is required.

Conclusion 4: Sustainability

The BRH DRT’s support towards mobilizing resources for the COs/MCOs is significant. With the limited scale of the BRH DRT’s intervention, the sustainability remains moderate and require stronger efforts at the CO/MCO level and in line with the UN reforms.

10. RECOMMENDATIONS

Conceptual coherence

Recommendation 1: Uphold resilience focus through exploring multidimensionality of risks, uncertainties and crises through ***positioning the BRH DRT*** as ‘integrator’ and ‘expertise centre’ among the BRH and COs/MCOs as well as among external stakeholders. The priority recommendations to achieve this includes:

- 1.1 Explore the National Risk Assessment (NAR)⁵⁶ methodology at country and regional levels. This is an instrument to mobilize practice areas and potentially other UN agencies in joint risk assessment to inform harmonized resilience

⁵⁶ NAR is a mandatory instrument for EU Member States and example of good practice from international disaster risk management field to inform practices in Asia-Pacific region:
<https://drmkc.jrc.ec.europa.eu/science-for-drm/science-for-drm/nra>

building strategies within UNDP and potentially UN agencies in each country. This should allow for: (i) conceptual harmonization across practice areas, (ii) foresight and joint analysis, (iii) foundation for portfolio approach, (iv) foundation for adequate risk prioritization for comprehensive programming (also, joint programming), and (v) foundation for adequate capacity development efforts. This should directly contribute to multidimensionality anticipatory actions.

PRIORITY	RESPONSIBILITY	TIMEFRAME
High	BRH DRT	Short term

1.2 Invest efforts to intensify ‘resilience thinking’ and shape shared understanding of the resilience for multidimensional uncertainties, risks and crisis and contribute to stronger capabilities for portfolio approach by (i) organizing regular UNDP Resilience Dialogues between the BRH practice areas as well as within UNCT at the country level with possible engagement of external stakeholders; and (ii) promoting UN’s Resilience online course.

PRIORITY	RESPONSIBILITY	TIMEFRAME
High	BRH DRT	Medium term

Relates to findings # 1, 3, 4, 5, 7, 8, 9

1.3 Shape programmatic partnership with the ‘climate team’ of the BRH to jointly invest in shaping integrated DRR and CCA mainstreaming in development planning in Asia-Pacific.

PRIORITY	RESPONSIBILITY	TIMEFRAME
High	BRH DRT	Short term

Relates to findings # 3, 5, 6, 8, 9

BRH DRT Staffing, work modality and funding

Recommendation 2: Avoid one-person dependency and long-term single-availability (e.g. for one CO only) **of the BRH DRT staff.** For instance, an indicative limit could be introduced in ‘secondment’ of the BRH DRT to COs/MCOs (e.g. 2 full weeks) and if longer time efforts are required the expertise could be mobilized through the UN roster of experts.

PRIORITY	RESPONSIBILITY	TIMEFRAME
Medium	BRH Management	Long term

Relates to findings # 3, 4, 5, 7, 8

Recommendation 3: Ensure flexibility of the regional project modality to allow adequate tailoring to the specifics of the UNDP’s administrative mechanisms and the project in focus. Depending on the project size and design, the options could be to hire a dedicated sub-

regional staff and factor the costs in the project; to cost share with COs/MCOs on-going projects; to introduce additional solutions to address inadequacy of the 8% GMS vis-à-vis realistic needs for support towards specific regional project, etc.

PRIORITY	RESPONSIBILITY	TIMEFRAME
High	BRH Management	Medium term

Relates to findings # 3, 8,

Capacity development

Recommendation 4: Amplify capacity development through (i) creating network of resource people from across the region to ‘twin’ the BRH DRT and to allow COs/MCOs to benefit from each other expertise; and (ii) create a mechanism of identifying the key gaps in capabilities and capacities of the COs/MCOs for resilience building to mobilize necessary resources (e.g., financial, human, partnerships) and address the emerging gaps.

PRIORITY	RESPONSIBILITY	TIMEFRAME
Medium	BRH DRT	Short term

Relates to findings # 1, 2, 3, 4, 5, 6, 7, 8

Recommendation 5: Intensify the BRH DRT’s knowledge creation and knowledge sharing function through (i) creating a repository of the BRH DRT’s knowledge products; (ii) proactively investing in developing high-quality science-based analytical products to guide and inform resilience building in Asia-Pacific region prioritizing gender and inclusiveness, urbanization and critical infrastructure protection (CIP), integrated DRR and CCA planning, policy coherence for resilience, anticipation action and foresight, South-South cooperation; (iii) proactively investing in knowledge sharing and learning across countries, sub-regions, as well as between other regions strengthening *inter alia* monitoring and reporting function.

PRIORITY	RESPONSIBILITY	TIMEFRAME
High	BRH DRT	Short to Long term

Relates to findings # 1, 2, 3, 4, 5, 6, 8, 9

Recommendation 6: Strengthen learning and resource mobilization function through few actions: (i) hire P4 and intensify high-quality efforts towards translating evidence-based learning into resource mobilization; (ii) create a BRH DRT-wide monitoring and risk management systems; (ii) develop sustainability and exit strategy for all regional projects upon their completion.

PRIORITY	RESPONSIBILITY	TIMEFRAME
High	BRH DRT	Medium term

Relates to findings # 2, 3, 4, 5, 6, 8

Cross cutting issues

Recommendation 7: Mobilize knowledge and expertise available within the region along various aspects related to cross-cutting issues including gender mainstreaming, human rights and disability inclusion. through (i) joining DEI-DSN; and (ii) establishing first UN-Civil Society LNOB-Resilience Working Group under the DEI-DSN to mobilize civil society organizations to inform effective programming in resilience building in the region.

PRIORITY	RESPONSIBILITY	TIMEFRAME
Medium	BRH DRT	Medium term

Relates to findings # 1, 2, 3, 4, 6, 8

Disaster loss and damage

Recommendation 8: Ensure the comparative advantages of the global DRT remain strong and lasting in linking disaster loss and damage to resilience building through (i) advocating for and supporting the development of the UNDP's DRR Data Strategy and Roadmap prioritizing strengthening national disaster loss and damage systems; (ii) Strongly positioning UNDP through the BRH DRT with regards to the operationalization of the Loss and Damage Fund⁵⁷ by investing dedicated efforts towards the Fund realization in partnership with UNDRR.

PRIORITY	RESPONSIBILITY	TIMEFRAME
Medium	Global DRT	Medium term

Relates to findings # 1, 4, 5, 6, 8

BRH DRT and sub-regions

Recommendation 9: Sharpen the UNDP's resilience-building proposition and strategy at sub-regional level addressing the specifics of each sub-region and shaping the roadmap towards resilience building to guide efforts in the Pacific and SARRC

PRIORITY	RESPONSIBILITY	TIMEFRAME
Medium	BRH DRT	Medium term

Relates to findings # 1, 3, 4, 6, 8, 9

⁵⁷ <https://www.cop28.com/en/news/2023/11/COP28-Presidency-unites-the-world-on-Loss-and-Damage>

11. LESSONS LEARNED

Conceptual coherence

- Lack of conceptual coherence within UNDP on resilience towards multidimensionality of uncertainties, risks and crisis leads to silo operations of practice areas as a default *modus operandi*.
- There is no instrument to allow for a joint comprehensive/multidimensional risk assessment to guide both UNDP BRH as well as countries resources towards most priority risks and uncertainties.
- The BRH DRT has the reputation, technical expertise and connections across the BRH practice areas to integrate efforts towards shaping a shared sense of direction for resilience building from the multidimensionality perspective.

BRH DRT Staffing, work modality and funding

- The VfM of the current BRH DRT business model is sub-optimal from the perspective of sustainability of staffing and funding modalities.
- The current modality of the regional projects is not viable, effective and sustainable and cause reluctance of the COs/MCOs to engage in regional projects.
- Investing in addressing local risks is critical for solving problems closest to the communities. Ensuring consistency in the efforts allows generating lessons for amplifying efforts and creating scale.

Capacity development

- The strong technical capacity of the BRH DRT is a valuable source to build expertise of targeted resource people in the region from various COs/MCOs.
- The greater exposure of the knowledge products creates greater traction from the audience. Access to political platforms provided by UNESCAP and ASEAN are strong channels for increasing exposure of the BRH DRT's knowledge products.
- Monitoring, risk management, and reporting, learning, knowledge sharing, and resource mobilization functions are critical for strengthening of the value proposition of the BRH DRT.

Cross cutting issues

- The data and analytics on cross cutting issues are not easily available at the granularity level necessary for the BRH DRT's activities. Yet, there is a strong network of grass root

organizations, NGOs that have expertise and knowledge and easily accessible across the Asia – Pacific region.

Disaster loss and damage

- The BRH DRT's efforts towards disaster loss and damage could benefit from a more streamlined strategy on disaster data within the Global DRT. The current comparative and competitive advantage of UNDP on disaster loss and damage is an asset to drive resilience efforts of the BRH DRT and the Global DRT.

BRH DRT and sub-regions

- While it remains highly relevant to ensure demand-driven advisory services upon countries' requests, the BRH DRT's resilience building efforts required tailored approaches to very specific conditions of the sub-regions and specifically, the Pacific and SAARC sub-regions.

Partnership with the private sector

- The two experimental regional projects delivered valuable lessons learned that are critical to consider and to continue exploring the partnerships with the private sector.

And last but not least: Personal contacts matter!

- The BRH DRT managed to establish positive personal relationships and build trust across a vast network of contacts including, UNDP COs/MCOs' focal points on DRR/CCA, national and local authorities, UN agencies, regional organizations and technical institutions, key donors, etc. This requires very targeted and much resource consuming efforts to establish such relationships that are critical for experimentation, partnership, joint efforts, etc.

12. ANNEXES

Annex 1: List of UNDP COs and Multi-Country Offices in Asia-Pacific region

Countries covered by individual country programme document	Countries covered by one multi-country programme document
<ol style="list-style-type: none"> 1. Afghanistan, 2015 - 2019 2. Bangladesh, 2022 - 2026 3. Bhutan, 2019 - 2023 4. Cambodia, 2019 - 2023 5. China, 2021 - 2025 6. DPR Korea, 2011 - 2015 7. India, 2023 - 2027 8. Indonesia, 2021 - 2025 9. Iran, 2023 - 2027 10. Lao PDR, 2022 - 2026 11. Malaysia, 2022 – 2025 (Singapore and Brunei) 12. Maldives, 2022 - 2026 13. Mongolia, 2023 - 2027 14. Myanmar, 2018 - 2022 15. Nepal, 2023 - 2027 16. Pakistan, 2023 - 2027 17. Papua New Guinea, 2018 - 2022 18. Philippines, 2019 - 2023 19. Sri Lanka, 2023 – 20 27 20. Thailand, 2022 - 2026 21. Timor-Leste, 2021 - 2025 22. Viet Nam, 2022 - 2026 	<ol style="list-style-type: none"> 1. Cook Islands 2. Federated States of Micronesia 3. Fiji (covers Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Solomon Islands, Tonga, Tuvalu, and Vanuatu) 4. Kiribati 5. Nauru 6. Niue 7. Palau 8. Republic of the Marshall Islands 9. Samoa 10. Solomon Islands (covers Cook Islands, Niue, and Tokelau) 11. Tokelau 12. Tonga 13. Tuvalu 14. Vanuatu

Annex 2: Detailed overview of the interventions covered within this thematic evaluation

#	Project Title	Period covered	Beneficiary countries	Donor	Budget
1	Accelerating DRR and Enhancing Crisis Response through Digital Solutions (DX4Resilience), 2020-2022	1 June 2020 – 31 March 2022	Indonesia, Philippines, Nepal, Sri Lanka	Gov. of Japan	800,000USD
2	School preparedness for Tsunamis, 2017-2023				
	Phase I	12 June 2017 – 30 November 2018	Indonesia, Philippines, Cambodia, Tonga, Bangladesh, Fiji, Malaysia, Maldives, Myanmar, Pakistan, Papua New Guinea, Samoa, Solomon Islands, Sri Lanka, Thailand, Timor-Leste, Vanuatu, Vietnam	Gov. of Japan	940,000USD
	Phase II	1 December 2018 – May 2020 (28 Feb 2021)	Indonesia, Philippines, Kiribati, Micronesia, Palau, Tuvalu, Bangladesh, Fiji, Malaysia, Maldives, Myanmar, Papua New Guinea, Samoa, Solomon Islands, Sri Lanka, Thailand, Vanuatu, Vietnam	Gov. of Japan	980,000USD
	Phase III	1 August 2021-30 June 2023	Indonesia, Philippines, India, Republic of Marshall Islands (RMI), Bangladesh, Fiji, Kiribati, Maldives, Micronesia, Palau, Papua New Guinea, Solomon Islands, Sri Lanka, Thailand, Timor-Leste, Vietnam.	Gov. of Japan	1,000,000USD
3	Support to Central Sulawesi earthquake and tsunami, 2018	2018	Indonesia	Gov. of Indonesia, OCHA's Central Emergency Response Fund	1,1735,760USD

4	Global Centre for Disaster Statistics (GCDS), 2017-2020	June 2017 – June 2020	Indonesia, Philippines, Cambodia, Maldives, Myanmar, Sri Lanka, Nepal In addition, PNG, India, Mauritius, Iran, DPRK + 7 countries in Sahel region (Niger, Nigeria, Chad, Burkina Faso, Senegal, Mali and Mauritania) + support to Arab States	Fujitsu	300,000USD
5	Strengthening Institutions and Empowering Localities against disasters and climate change (SHIELD), 2022-2028	2022 – 2028	Philippines	Gov. of Australia	11,000,000USD
6	Bangladesh national resilience programme (NRP), 2017-2023	2017-2023	Bangladesh	FCDO (UK) and SIDA	11 million USD
7	<u>(on-going)</u> Next Generation of Disaster Loss and Damage Tracking System, since 2020	2020 – on going		n/a	n/a
8	<u>(part of the global programme)</u> Building Capacities for Resilient Recovery, 2018-2020	January 2018- December 2020		Gov. of Luxembourg	1,815,642USD
9	<u>(part of the global programme)</u> Building Disaster-Resilient Infrastructure through Enhanced Knowledge	31 July 2020 – 31 March 2023	Cambodia, Fiji, Sri Lanka	Asian Development Bank (ADB)	500,000USD

10	(on-going) ASEAN-UNDP Collaboration, since 2021	n/a		n/a	n/a
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Annex 3: Evaluation matrix

Evaluation question	Specific sub-questions	Data source	Data collection methods / tools	Indicators /success standards	Methods of data analysis
RELEVANCE and COHERENCE <i>Is the intervention doing the right thing? How well does the intervention fit?</i>					
1. To what extent were BRH DRT initiatives in line with the UNDP mandate and national and regional priorities?	<p>1.1 To what extent the BRH DRT interventions were aligned with UNDP priorities defined in its Strategies over 2018-2023 period?</p> <p>1.2 To what extent the BRH DRT interventions were in line with the regional strategies defined by ASEAN Member States?</p> <p>1.3 To what extent the BRH DRT interventions were demand-driven and/or agreed with the partner countries based on articulated priorities in the national strategic documents?</p> <p>1.4 To what extent the BRH DRT contributes to the realization of UN reforms?</p>	Regional, national strategic programmes and policies, written requests, UNDP Strategic plans and reports	Desk review Interviews Case studies	<p>Documental evidence of adherence to the regional, national and UNDP corporate reference frameworks.</p> <p>Documental evidence of adherence to the requests for technical assistance from the national counterparts.</p>	Contribution analysis
2. To what extent did the UNDP BRH DRT adopt gender-sensitive, and LNOB approach in its interventions?	<p>2.1 To what extent the design of the thematic interventions was gender sensitive and with due consideration of LNOB?</p> <p>2.2 To what extent the design of the thematic interventions were based on robust situational analysis with adequate considerations of gender equality and vulnerable groups of population?</p>	Regional, national strategic programmes and policies, written requests, UNDP Strategic plans and reports	Desk review Interviews Case studies	Documental evidence of gender and LNOB considerations in the problem analysis in the prodocs	Contribution analysis
3. To what extent has BRH DRT's thematic engagement been strategic at the intersection of the	3.1 To what extent the BRH DRT interventions were complementary to other thematic UNDP BRH interventions?	Regional, national strategic programmes and policies, written	Desk review Interviews Case studies	Evidence suggesting interlinkages across practice areas through inter alia shared	Contribution analysis

Evaluation question	Specific sub-questions	Data source	Data collection methods / tools	Indicators /success standards	Methods of data analysis
BRH's thematic priorities across environment, social and economic issues?	3.2 To what extent has BRH DRT's thematic engagement been strategic in terms of its comparative advantages cross different development contexts?	requests, UNDP Strategic plans and reports		decision-making or information exchange or shared actions and reporting	
EFFECTIVENESS <i>Is the intervention achieving its objectives?</i>					
4. To what extent has progress been made by the BRH DRT towards the realization of its programmatic portfolio including PRD and selected interventions?	<p>4.1 (addressing system changes) To what extent BRH DRT identified and effectively changed the key system level requirements to build resilience at regional and national levels? What systemic level change is evident?</p> <p>4.2 (addressing pathway to change) To what extent BRH DRT interventions removed entrenched barriers and opened new pathways for change required for resilience building in Asia-Pacific region and beyond?</p> <p>4.3 (addressing the scale of change) To what extent BRH DRT interventions are building upon the previous results to ensure continuity and scale of its interventions?</p> <p>4.4 The extent to which the technical support provided and the outputs developed at regional and national levels were gender sensitive and reflecting LNOB principle?</p> <p>4.5 To which extent the solutions developed within the BRH DRT interventions supported global policy advocacy on</p>	Regional, national strategic programmes and policies, written requests, UNDP Strategic plans and reports	Desk review Interviews Case studies Quantitative typological analysis	<p>Evidence suggesting qualitative systemic shifts in resilience with ripple effects across the system</p> <p>Evidence suggesting unenvisioned negative or positive outcomes at regional level.</p> <p>Evidence suggesting major traction or major unacceptance of various outcomes triggered by the BRH DRT interventions</p> <p>Evidence suggesting enhanced comparative advantages of BRH DRT through engaging with other practice areas</p> <p>Evidence suggesting gender equality and LNOB principle is fully integrated in the process and outputs developed</p>	Contribution analysis

Evaluation question	Specific sub-questions	Data source	Data collection methods / tools	Indicators /success standards	Methods of data analysis
	<p>disaster risk reduction and recovery?</p> <p>4.6 How COVID-19 crisis impacted the performance of BRH DRT?</p>			<p>through the BRH DRT interventions</p> <p>Evidence suggesting shift in global policy advocacy due to BRH DRT's contribution</p>	
5. To what extent has UNDP BRH DRT improved the capacities of national implementing partners to advocate for resilience building towards disasters triggered by natural and anthropogenic hazards?	<p>5.1 To what extent the BRH DRT interventions influenced policy context at regional and national levels?</p> <p>5.2 To what extent the BRH DRT interventions influenced operational context (technical level) at regional and national levels?</p> <p>5.3 To what extent the BRH DRT interventions elevated the influence of beneficiaries (men and women) to contribute to resilience building in the region following the LNOB principles?</p>	Regional, national strategic programmes and policies, written requests, UNDP Strategic plans and reports	Desk review Interviews Case studies	<p>Evidence suggesting improved capacities to generate data, inform policy discussions, advocate for policy changes to strengthen resilience due to BRG DRT's interventions</p> <p>Evidence suggesting improved capacities of men or women to influence resilience policy and programming directly or indirectly (via organizations)</p>	Contribution analysis
6. What innovative solutions, if any, were developed within the BRH DRT interventions, and what were the outcomes and lessons learned from their application at global, regional/sub-regional and national levels?	<p>6.1 To what extent the BRH DRT interventions allowed for innovative solutions to be piloted and work streamlined throughout the regional and national programmes?</p> <p>6.2 To what extent the use of innovative solutions contributed to the regional public goods?</p>	Regional, national strategic programmes and policies, written requests, UNDP Strategic plans and reports	Desk review Interviews Case studies	<p>Evidence suggesting new solutions addressing a persistent challenges for resilience building</p> <p>Evidence suggesting change in regional public goods due to those solutions</p>	Contribution analysis
<p>EFFICIENCY <i>How well are resources being used?</i></p>					

Evaluation question	Specific sub-questions	Data source	Data collection methods / tools	Indicators /success standards	Methods of data analysis
7. To what extent were UNDP resources (financial, time, staff, technical expertise) adequate for timely achievement of the intended outcomes?	<p>7.1 Was the BRH DRT staffing adequate for the implementation of the BRH thematic portfolio?</p> <p>7.2 Were there adequate financial resources allocated for the BRH DRT to effectively realize its strategic objective?</p> <p>7.3 Was sufficient degree of adaptive management employed to navigate resources towards the BRH DRT strategic priorities?</p> <p>7.4 Extend to which the BRH DRT is structurally capable to address current and emerging (more intensified) disaster needs?</p>	Regional, national strategic programmes and policies, written requests, UNDP Strategic plans and reports	Desk review Interviews Case studies	<p>Evidence of match of in-house expertise with the volume and quality of work of BRH DRT</p> <p>Evidence of financial resources allowing adequate responsiveness of BRH DRT to deliver demand-driven services</p> <p>Evidence suggesting contextual changes were duly factored in the portfolio management of BRH DRT</p>	Contribution analysis
8. To what extent were partnership modalities developed by the BRH DRT conducive to the delivery of of the portfolio of interventions?	<p>8.1 To what extent the partnerships developed allowed to amplify the comparative advantages of BRH DRT at regional and national levels (e.g. expanded reach, improved expertise, novel solutions, heightened profile, access to new knowledge, etc.)?</p> <p>8.2 What helped and hindered the partnership process?</p> <p>8.3 How responsive was the BRH DRT towards the requests from the partners from the region and beyond?</p>	Regional, national strategic programmes and policies, written requests, UNDP Strategic plans and reports	Desk review Interviews Case studies	<p>Evidence suggesting added value of partnerships established</p> <p>Evidence of balanced decision-making on partnerships for strategic engagement, or solving immediate practical issues, etc.</p> <p>Evidence on challenges and opportunities caused by pandemic</p>	Contribution analysis
SUSTAINABILITY					
<i>Will the benefits or change last?</i>					
9. How sustainable are the capacities of the stakeholders strengthened	9.1 What major system level changes were triggered by the BRH DRT's efforts towards	Regional, national strategic programmes	Desk review Interviews Case studies	Evidence of capacities enhanced through the BRH	Contribution analysis

Evaluation question	Specific sub-questions	Data source	Data collection methods / tools	Indicators /success standards	Methods of data analysis
through the BRH DRT efforts to endure systemic changes continuously needed to integrated resilience building into planning, policy, and practice?	<p>capacity development at regional and national levels (e.g. change in culture, governance, strategy, processes, resources, such)?</p> <p>9.2. Which factors could explain lasting effect of capacity development efforts and which factors might hinder such effect both at various levels (e.g. individual, organizational, network, system levels)?</p> <p>9.3 Which mechanisms are put in place and how they allowed knowledge sharing and amplification of capacity development efforts of the BRH DRT at regional and national levels?</p> <p>9.4 Was there an exit strategy developed for each intervention and how it was conducive for sustaining the results achieved?</p> <p>9.5 Which programme areas are the most relevant and strategic for UNDP to scale up or consider going forward?</p>	and policies, written requests, UNDP Strategic plans and reports		<p>DRT's interventions</p> <p>Evidence explaining challenges and opportunities for CD</p> <p>Evidence suggesting knowledge is shared across different levels of concerned actors</p>	
10. To what extent have BRH DRT interventions catalyzed other sources of funding to maintain and expand resilience building interventions in the region?	<p>10.1 Which mechanisms are in place and how they allow to identify emerging needs and mobilize critical expertise to address those needs at regional and national level?</p> <p>10.2 Which mechanisms are in place to build relationships with the donors and how the BRH DRT capitalizes on it?</p>	Regional, national strategic programmes and policies, written requests, UNDP Strategic plans and reports	Desk review Interviews Case studies	Evidence of funds raised through targeted efforts of BRH DRT	Contribution analysis
11. To what extend the BRH DRT	11.1 To what extend the BRH DRT efforts factor	Regional, national			

Evaluation question	Specific sub-questions	Data source	Data collection methods / tools	Indicators /success standards	Methods of data analysis
contributes to the realization of UN reforms?	<p>multi-dimensionality of risk and specifically the risk of climate-attributable disasters into its portfolio of operations?</p> <p>11.2 To what extent collaboration with other practice areas within UNDP is reinforced to create synergy of resilience building efforts in line with 'Delivering as One UN' principle?</p>	strategic programmes and policies, written requests, UNDP Strategic plans and reports			

Annex 4: List of people interviewed

#	Name	Position	Gender
UNDP/BRH			
1	Sanny Jegillos	Team Leader, BRH DRT	M
2	Rebecca Reynolds	Team Leader, Crisis Coordination	F
3	Yenni Widjaja	Gender Team	F
4	Rajesh Sharma	Disaster Risk Reduction Advisor with a focus on Data for Resilient Development, BRH DRT	M
5	Arif Abdullah Khan	Programme Specialist, BRH DRT	M
6	Soojin Bang	Urban Risk Resilience Consultant at BRH DRT	F
7	Shairi Mathur	Head, RCO, Lao PDR (she was a team member of the BRH DRT and has moved to this position in Lao PDR)	F
8	Irina Apostol	UNDP's focal point coordinating with the DCO	F
9	George May	Migrant Protection and Development Specialist	M
10	Leslie Ong	Programme Specialist, UNDP Health Team	M
11	Chetan Kumar	Peace Building Advisor	M
12	Tomokazu Serizawa	Programme Specialist – Climate Security	M
13	Gerd Trogemann	Manager, UNDP BRH	M
14	Mio Yokota	Coordination support consultant in Japan	F
15	Krib Sitanthani	BRH Climate team	M
UNDP global DRT / COs/MCOs			
16	Ronald Jackson	Head of the Disaster Risk Reduction, Recovery for Building Resilience, Geneva	M
17	Angelika Planitz	Team Leader – Disaster Risk Reduction, DRT, Geneva	F
18	Reshmi Theckethil	Resilience Project Manager, Sub-Regional Hub for West and Central Africa, DRT	F
19	Tomohiro Kawase	Partnership Specialist, Japan Unit (JU) Bureau of External Relations and Advocacy (BERA)	M
20	Hitomi Kubo	UN Trust Fund for Human Security	F
21	Kevin Petrini	Deputy RR, Multi-country office in Fiji	M
22	Kusrav Sarifov	UNDP Viet Nam CTA on DRR and CCA	M
23	Duong Van Hung	UNDP Viet Nam CO	M
UN Agencies and partners (e.g. ASEAN, academia)			
24	Marco Toscano-Rivalta	UNDRR Regional Office for Asia and the Pacific	M
25	Animesh Kumar	Head, UNDRR Office in Bonn	M
26	Sanjay Srivastava	Chief, Disaster Risk Reduction, ESCAP	M
27	Aslam Perwaiz	ADPC Deputy Director	M
28	Riyanti Djalante	Assistant Director, Disaster Management & Humanitarian Assistance, ASEAN Secretariat	F
29	Abdul Aleem Siddiq	Assistant Director, The ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (The AHA Centre) - he used to work at the ASEAN Secretariat and has moved to the AHA Centre	M

30	Yuichi Ono	Deputy Director and Professor, International research institute for Disaster Science (IRIDeS) of Tohoku University	M
Private sector			
31	Shinobu Kotani	JBP Secretariat	M
32	Ariyama	Project Director	M
33	Toyoda	Team Leader (DZ4Resilience)	M
34	Numata	Financial Officer	M
35	Osamu Numata	JBP Secretary General	M
36	Sogo Fujisaki	Fujitsu / (moved to another company)	M
NGOs			
37	Dr. Arunee Limmanee	Assistant professor and advisor on Education and Employment for the Association of the Physically Handicapped	F
Donors			
38	Steven J. Goldfinch	Senior DRR Specialist, Asian Development Bank (ADB)	M
39	Paul Harrington	First Secretary for Development, Australian Embassy in Philippines	M
40	Mia Sandos	SHIELD project Coordinator, Australian Embassy in Philippines	F
41	Kozo Nagami	Director of Disaster Risk Reduction Group, JICA (former)	M

People interviewed in the Philippines

#	Name	Position	Gender
1	Floradema (Folay) Eleazar	Team Leader, Climate Action Programme	F
2	Patricia Dela Cruz	Project manager	F
3	Rodolfo J. Calzado, Jr.	Assistant Secretary for Multilateral and Industry Partnerships, Department of Science and Technology (DOST)	M
4	Napoleon Manegdeg	Project coordinator, Tsunami focal point	M
5	Edwine Carrie	Deputy Resident Representative, UNDP Philippines	M
6	Ryan Christopher Viado	Officer-in-Charge, Capacity Building and Training Services (CBTS), Information, Training and Advocacy Division (ITAD), Office of Civil Defense (OCD) (responsible for PDNA/iPNA)	M
7	Alvin Germino	Engineer III, Rehabilitation and Recovery Management Service (RRMS), Post-Disaster Evaluation and management Division (PDEMD) at Office of Civil Defense (OCD)	M
8	Maria Victoria de Guzman	SHIELD Project Manager	F
9	Gwyneth Anne Pamos	Programme analyst, Climate Action Programme Team	F

People interviewed in Indonesia

#	Name	Position	Gender
1	Ridwan Yunus	Regional information management officer based in Jakarta	M
2	Atik Setiawati	Deputy Director of Physical Recovery and improvement at National Disaster Management Authority (BNPB)	F
3	Christian Budi Usfinit	Team Leader, Resilience and Reconstruction Unit	M
4	Andrys Erawan	Programme Officer, Disaster Risk Reduction	M
5	Pak Deddy	DRR Forum of Tanjung Benoa Village, Bali	M
6	Dewi Anggraeni	a local champion who is also one of our local facilitators in Bali	W
7	Pak Nori (Norimasa Shimomura)	Resident Representative, UNDP Indonesia CO	M
8	Mr. Dr Udrekh	Director of Disaster Risk mapping and evaluation, BNPB, Engaged in DX4Resilience (Hackathon)	M
9	Pak Abdul Muhari	BNPB	M

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACT

POST TITLES:	International Consultant: External evaluator for the Thematic Evaluation of the Disaster Reduction and Recovery for Building Resilience Team at the Bangkok Regional Hub
AGENCY/PROJECT NAME:	Disaster Reduction and Recovery for Building Resilience Team at the Bangkok Regional Hub
COUNTRY OF ASSIGNMENT:	Home based with travel required in Bangkok, Indonesia, and Philippines (travel will be arranged and managed by UNDP)
TYPE OF CONTRACT:	Individual contractor (IC)
CONTRACT DURATION:	Up to 40 working days 03 October 2023 – 15 December 2023
REPORTING TO:	Regional Programme Coordinator Matrixed to BHR DRT Team Lead

1. Introduction

This is the Terms of Reference (TOR) to contract an evaluation team/ international consultant to conduct an independent evaluation of thematic contribution of the UNDP Bangkok Regional Hub (BRH) in disaster risk reduction and recovery. The Disaster Reduction and Recovery for Building Recovery Team (DRR Team) at UNDP BRH has the general mandate of providing various services in response to country demand through Country Offices and through implementing activities under the UNDP Regional Bureau for Asia and the Pacific (RBAP) Regional Programme. Within the BRH, the DRR Team’s stated purpose is to provide UNDP Country Offices in Asia and the Pacific with easy access to knowledge through high quality advisory services based on global applied research and UNDP lessons learned. It also aims to build partnerships and promote regional capacity building initiatives, which allow UNDP, governments, and other development partners to identify, create and share knowledge relevant to solving urgent development challenges.

The services of the DRR Team are based on Country Offices demand who align with national and local government priorities. Policy and technical advisory services in countries are augmented with regional support narrated in government and stakeholders approved Regional Programme Document (RPD), a multi- year engagement that aligns with the development challenges and priorities at the regional level. Currently, the DRR Team leads BRH in UNDP’s Resilience Pillar which is both a Signature Solution and a Transformative Goal and supports cross cutting concerns such as in promoting gender equality and inclusion and in climate action among others.

This thematic evaluation will cover the initiatives of the Disaster Reduction and Recovery for Building Recovery Team (DRR Team) over the period 2018-2023 which includes the period covered by the two Regional Programmes which are further elaborated in the two Regional Programme Documents (RPDs).

2. Background and Context

In Asia and the Pacific, home to 60 per cent of the world’s population, there could be prolonged devastation for millions unless risks and multidimensional vulnerabilities reduced, and human security bolstered. The trend of increasing disasters due to increasing hazard exposure, demographic changes, ecosystems decline and climate change, will challenge the achievement of the Sustainable Development Goals by 2030. The benefits of socio-economic development, economic integration and

trade are shared by only a few countries and privileged groups, leaving others – such as the small island developing States and least developed countries in the region – behind, and contributing to growing inequality and vulnerability. Natural hazards may be gender neutral, but their impacts are not. Resilience of individuals, households and communities are also influenced by gender-based differences. Disasters in areas where there is conflict, lead to a breakdown in the social contract across all socioeconomic divides. Climate change has had a serious impact on the region and will bring unprecedented negative changes and some of which will be irreversible. There is evidence of changes in weather extremes such as heatwaves, heavy precipitation, drought, and tropical cyclones. In some locations, there is an increased chance of compounded extreme events and slow onset events. The climate crisis is a threat multiplier, and for a region that routinely experiences over 70 per cent of global natural hazards, extreme weather events and environmental challenges are poised to inflict hitherto unknown suffering in terms of the health and livelihoods of people, disrupting millions of lives, including through climate-induced migration. The inadequate recovery from the COVID-19 pandemic runs the risk of missing unique opportunities for ‘building forward better’, with the possible effect of increasing poverty and wealth inequalities.

At UNDP BRH, the DRR Team outposted as the Crisis Bureau’s implementing unit for the global Policy and programmatic Offer on: Integrated Risk Governance, Disaster and Climate Risk Information, Sustainable Recovery, and Early Warning and Preparedness. The Team further contributes to UNDP’s global policy setting and positioning in global policy frameworks notably the SDGs, Sendai Framework, Paris Agreement, Grand Bargain, and the New Urban Agenda.

The DRR Team also works towards UN reform agenda through its support to RBAP’s leadership in the Issue- Based Coalition (IBC) - Resilience and Regional IASC. It also implements bilateral agreements with UN agencies in Bangkok such as with UNDRR, UNESCAP, UNFCCC, UNOCHA, and UNDCO.

In implementing those multiple roles, the Crisis Bureau has outposted 3 professional staffs in BRH, while RBAP provides catalytic fund for integrated GPN offer annually from core funding. The DRR Team mobilizes development partners funding and expertise providing the non-core resources to aid in implementing regional activities. For country support, the UNDP COs pay for mission costs for services rendered. During the period covered by this thematic evaluation, the following relevant regional projects have been implemented by the team, including selected support to national programme formulation and resource mobilization (more detailed project information is available at Annex 1):

Accelerating Disaster Risk Reduction and Enhancing Crisis Response through Digital Solutions (DX4Resilience): It aimed to strengthen disaster risk reduction and recovery by improving digitalization of disaster data through innovative partnerships and solutions to support risk informed development so that no one is left behind.

Funded by the Govt of Japan (USD 800,000), this project was implemented in Indonesia, Philippines, Nepal, and Sri Lanka from June 2020 to March 2022.

School Preparedness for Tsunamis: This regional project aimed to mitigate the impact of tsunamis by enhancing school preparedness in high-risk communities in the Asia Pacific region. The project contributes to the achievement of the Sendai Framework’s seven targets to reduce lives lost, numbers of people affected, and economic damage from natural and human-induced hazards. This has been funded by the Govt of Japan and is implemented in the following three phases:

Phase 1 (USD 940,000) was implemented during June 2017 to Nov 2018 covering the following countries in Asia-Pacific region: Bangladesh, Cambodia, Fiji, Indonesia, Malaysia, Maldives, Myanmar,

Pakistan, Papua New Guinea, Philippines, Samoa, Solomon Islands, Sri Lanka, Thailand, Timor-Leste, Tonga, Vanuatu, Vietnam.

Phase 2 (USD 980,000) was implemented during Dec 2018 to May 2020 covering the following countries: Bangladesh, Fiji, India, Indonesia, Kiribati, Malaysia, Maldives, Micronesia, Myanmar, Palau, Papua New Guinea, Philippines, Solomon Islands, Sri Lanka, Thailand, Tuvalu, Vanuatu, Vietnam.

Phase 3 (USD 1,000,000) was implemented during August 2021 to June 2023 covering the following countries: Bangladesh, Fiji, India, Indonesia, Kiribati, Maldives, Micronesia, Palau, Papua New Guinea, Philippines, Republic of Marshall Islands (RMI), Solomon Islands, Sri Lanka, Thailand, Timor-Leste, Vietnam.

Global Centre for Disaster Statistics (GCDS): This partnership between UNDP and Fujitsu was aimed at contributing to key capacities in a) improving systems of disaster statistics and analysis of social vulnerability to disasters; b) establishing baselines for monitoring and evaluating loss reduction (SDGs/SFDRR) targets and indicators; c) increasing risk informed public investments in DRR and development; and d) enhancing preparedness for effective response and resilient recovery.

Funded by Fujitsu, this project (Jun 2017-Jun 2020) covered 7 countries in Asia – Cambodia, Maldives, Myanmar, Indonesia, Nepal, Philippines, and Sri Lanka with a budget of USD 300,000.

Next Generation of Disaster Loss and Damage Tracking System (ongoing since 2022): This is being undertaken in partnership with UNDRR and WMO. This responds to the long felt needs of the countries to track hazardous events, disaster loss and damages at the local levels to better understand the risks and develop a new tool aligned to addresses current needs using the latest technologies. A Technical Forum was organized in Bonn in 2022 to seek inputs on the new tracking system and a workshop was held in May 2023 to get feedback from the governments and partners on the prototype.

Building Capacities for Resilient Recovery (Phase 2): The overall objective of this project was to contribute to building the resilience of countries in the face of disasters by strengthening national capacities to plan and manage recovery processes in a sustainable and inclusive manner (“Build Back Better”). This was funded by the Govt. of Luxembourg and was implemented in Lao PDR and Myanmar during Jan 2018 to Dec 2020 with a total budget of USD 1,815,642.

Building Disaster-Resilient Infrastructure through Enhanced Knowledge: The project aimed to enhance resilience of infrastructure during disaster recovery. It was implemented in Cambodia, Fiji, and Sri Lanka during Jul 2020 to Mar 2023 with a total budget of USD 500,000 with funds from the Asian Development Bank.

ASEAN-UNDP Collaboration: Under the ASEAN-UN Joint Strategic Plan of Action on Disaster Management IV (JSPADM) 2021-2025 and the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) Work Programme 2021-2025, UNDP is the lead UN agency for Priority Programme 4: Resilient Recovery. In 2022, UNDP conducted **an assessment of ASEAN’s recovery capacities**. Following the endorsement by the ASEAN Committee on Disaster Management Working Group on Preparedness, Response and Recovery and based on the analysis and recommendations from the assessment, UNDP and the ASEAN Secretariat are collaborating to scale up institutional improvements in disaster recovery in ASEAN through knowledge sharing and learning.

In addition to these regional projects, the BRH DRR Team also provided technical and advisory support to the countries in formulating national projects and supporting resource mobilization.

Strengthening Institutions and Empowering Localities against Disasters and Climate Change (SHIELD): UNDP and the Government of Australia have started working together in the Philippines to help all people in target communities to be safer and more resilient to the impacts of climate change and natural hazards, through the Strengthening Institutions and Empowering Localities against Disasters and Climate Change (SHIELD) Program. There are three outcomes for this Program: 1)

Government, private sector, and civil society stakeholders in targeted LGUs are collaborating to unlock funding and implementing informed and inclusive resilience actions; 2) Relevant NGAs are prioritising action on local climate and disaster resilience; and 3) Philippine scientific agencies are producing tailored and accessible information for local resilience action. The implementation of the Program started in 2022 and will continue for six years, with a budget of AUD\$ 18 million (approximately USD 11 million).

The Bangladesh National Resilience Programme (NRP): UNDP in Bangladesh works to improve national-level capacities for risk-informed, gender-responsive and disability-inclusive development planning. In 2020, the programme developed a framework and tools for Disaster Impact Assessment (DIA) agreed by the National Planning Commission to promote risk-informed public investment. In 2021, persons with disabilities were empowered to participate in the local Disaster Management Councils (DMCs) and, as a result, their risk exposure could be reduced. In 2021, 1,723 members of the disaster management council, CPP and FPP volunteers and 76 journalists were qualified on gender integration in disaster risk management and resilience-building. The programme provided skills and grants to about 2,700 disaster-vulnerable women and engaged them effectively in DRR and CCA actions. Overall, the national resilience programme has helped improve the capacity of selected public institutions to make risk-informed, gender-responsive disaster and recovery management decisions for recurrent and mega disasters.

Support to Central Sulawesi Earthquake and Tsunami (2018): On 28 September 2018, a series of earthquakes struck Indonesia's Central Sulawesi Province, the strongest a 7.4M earthquake only 10 km deep and with its epicenter close to the provincial capital, Palu. The earthquake triggered a tsunami striking coastal area in Palu and Donggala District and liquefaction in 4 areas in Palu and Sigi District that caused significant damage and loss of life in 3 Districts i.e. Sigi, Donggala and Parigi Moutong and 1 city of Palu. UNDP Indonesia mobilized from internal sources (TRAC 113) and OCHA's Central Emergency Response Fund a total of USD 1,735,760 for early recovery coordination and immediate livelihoods restoration. The provided ER interventions included:

1. Technical assistance to the Government of Indonesia in undertaking a rapid damage and needs assessment and the delivery of early recovery interventions, such as debris/waste management, debris clearance through cash for work and immediate livelihoods recovery that was implemented within a six month-time frame and undertaken in close collaboration and partnership with the national and local governments, and civil society organizations.
2. Supported the affected local governments and BNPB to administer the organisation of JituPASNA (localized PDNA) and Rehabilitation & Reconstruction Plan (Recovery Plan).

More details are included in Annex 2.

3. Evaluation purpose, scope, and objectives

This thematic evaluation aims to assess the contribution of the UNDP Bangkok Regional Hub DRR team initiatives towards Disaster Risk Reduction and Recovery in the Asia-Pacific region. Focusing on the effectiveness and efficiency, challenges, and successes of DRR team's initiatives, key partnerships as well country office support. The evaluation will also consolidate results achieved, lessons learnt, identify gaps and resource mobilization opportunities as well as strategic areas that can propose actionable recommendations to inform key future thematic priorities for the DRR team at the UNDP BRH.

The scope of this thematic evaluation will cover the period 2018-2023 which includes the period covered by the two Regional Programmes which are elaborated in the two Regional Programme Documents (RPDs). There are specific outcome(s) and output(s) to which the BRH DRR team has

contributed under these two RPDs. Under the current RPD (2022-25), the team contributes to 'Outcome 3: Resilience built to respond to systemic uncertainty and risk' (Output 3.2). Under the previous RPD (2018-21), the team contributed to 'Outcome 3: Strengthen resilience to shocks and crises' (Outputs 3.2 and 3.3).

Additionally, the thematic evaluation will answer three broad questions.

- What results have been achieved and lessons learned on disaster risk reduction and recovery within the context of the two RPDs?
- What has been the thematic contribution to regional public goods and support to global policy advocacy on disaster risk reduction and recovery?
- What key thematic areas need to be prioritized by the regional team in the upcoming RPD based on results achieved?

4. Evaluation criteria and key guiding questions

Relevance/Coherence

- To what extent were the initiatives in line with the UNDP mandate and national and regional priorities?
- To what extent has UNDP BRH DRT's engagement been strategic in terms of its comparative advantage across different development contexts?
- To what extent did the UNDP BRH DRT adopt gender-sensitive, and LNOB approaches?

Effectiveness

- To what extent has progress been made towards outcome achievement and contributed to the achievement of the relevant RPD outputs? What has been the UNDP BRH DRT contribution to the observed change?
- What have been the key results and changes attained for men, women, and vulnerable groups?
- Have there been any unexpected outcome-level results achieved beyond the planned outcome?
- To what extent has UNDP BRH DRT improved the capacities of national implementing partners to advocate on climate change issues, disaster risk reduction and recovery?
- Which programme areas are the most relevant and strategic for UNDP to scale up or consider going forward?

Efficiency

- To what extent have the programme or project outputs resulted from economic use of resources?
- To what extent were UNDP resources (financial, time, male/female staff, technical expertise) adequate to achieve the intended outcomes?
- To what extent were resources used to address inequalities and gender issues?
- To what extent were quality regional programme outputs delivered on time?
- To what extent were partnership modalities conducive to the delivery of regional programme outputs?

Sustainability

- To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results beyond the lifetime of the programme?
- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on human development, disaster risk reduction and recovery by primary stakeholders?

- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

Cross-cutting: Human rights, Gender equality and Disability

- To what extent have gender equality, empowerment of women, and human rights-based approaches been integrated into the programming design and implementation?
- To what extent have the DRR teams projects/initiatives promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men, or vulnerable groups?
- Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?

To ensure a gender responsive evaluation process, this thematic evaluation will adapt the Gender Results Effectiveness scale (GRES) inspired by the document UN Women’s Good Practices in Gender Responsive Evaluation document (2020). The scale assesses the degree to which gender and power relationships -including structural and other causes that give rise to inequities, discrimination, and unfair power relations change as a result of an intervention using a process that is inclusive, participatory and respectful of all stakeholders (rights holders and duty bearers). This scale is described below and needs to be contextualized to this thematic evaluation.

Gender negative	Result had a negative outcome aggravated or reinforced existing gender inequalities and norms
Gender blind	Result had no attention to gender, failed to acknowledge the different needs of men, women, girls and boys, or marginalized populations
Gender targeted	Result focused on the number of equity (50/50) of women, men or marginalized populations that were targeted.
Gender responsive	Result addressed differential needs of men or women and addressed equitable distribution of benefits, resources, status and rights but did not address root causes of inequalities in their lives
Gender transformative	Result contributed to changes in norms, cultural values, power structures and the roots of inequalities and discriminations

5. Methodology

The methodology suggested here is indicative and therefore the consultant is responsible for revising the approach as necessary. Any changes should be in-line with international criteria and professional norms and standards (as adopted by the UN Evaluation Group). They must also be approved by UNDP before being applied by the evaluation consultant. The thematic evaluation will be carried out in accordance with UNEG Evaluations Norms and Standards for Evaluation and OECD/DAG Principles. The evaluation must provide evidence-based information that is credible, reliable, and useful and must be easily understood by programme partners.

Data will be mainly collected from the existing information sources through a comprehensive desk review that will include the analysis of relevant documents, information, data/statistics (disaggregated where possible), interviews/focused group discussions with partners/stakeholders. This includes a design matrix approach relating objectives and/or thematic to indicators, study questions, data

required to measure indicators, data sources and collection methods that allow triangulation of data and information often ensure adequate attention is given to all study objectives.

Data obtained through desk reviews and virtual interviews will further be validated and triangulated with the partners/ stakeholders during the field visits to Indonesia and the Philippines and will help to get insights into emerging trends and patterns for identifying future priorities. These countries have been carefully selected as a number of regional project activities (such as the DX4Resilience and the tsunami awareness project) have been implemented in these two countries and support to specific national priorities has been provided by the regional DRR team.

The key documents to be considered during the desk review are mentioned in Annex 3 under List of Recommended Documents. It is expected that the evaluation will take into consideration both the qualitative and quantitative approaches, and encompass several methods, including:

- **Document review.** This would include a review of all relevant documentation, inter-alia.
 - Project documents (contribution agreement).
 - Theory of change and results framework for initiatives in scope
 - Programme and project quality assurance reports.
 - Annual workplans.
 - Activity designs.
 - Consolidated quarterly and annual reports.
 - Results-oriented monitoring report.
 - Technical/financial monitoring reports.
 - Policy guidance and thematic concept notes.
- **Interviews and meetings** with key stakeholders (men and women) such as key government counterparts, donor community members, representatives of key civil society organizations, United Nations members and implementing partners:
 - **Semi-structured interviews**, based on questions designed for different stakeholders based on evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability.
 - Key informant and **focus group discussions** with men and women, beneficiaries, and stakeholders.
 - All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
- **Surveys and questionnaires** including male and female participants in development programmes, surveys and questionnaires to other stakeholders at strategic and programmatic levels.
- **Field visits** and on-site validation of key tangible outputs and interventions.
- **Other methods** such as outcome mapping, observational visits, group discussions, etc.
- **Data review and analysis** of monitoring and other data sources and methods. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.
- **Gender and human rights lens.** All evaluation products need to address gender, disability, and human right issues.

6. Evaluation Products

Table - Expected deliverables with IEO's guidance.

Evaluation products	Scope of work	Review and approvals required														
Desk review Workplan and Methodology	<p>The workplan should provide clear timeline of when and how the steps will be undertaken. The methodology should provide a specific assessment framework, covering both quantitative and qualitative dimensions, with a detailed list of required stakeholders to be interviewed in the process. A stakeholder analysis for conducting interviews and evaluations can be drafted. The draft methodology can be adjusted later once the Consultant has completed the desk review of the Project related documents.</p> <p>The final approach and methodology can be presented as a part of the Inception Report.</p>	<p>Reviewed by: Evaluation reference group including DRT Team Leader and relevant stakeholders</p> <p>Approved by: Evaluation manager</p>														
Evaluation inception report	<p>The inception report will be drafted following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.</p> <p>The inception report and methodology will be discussed at an inception meeting between the evaluator and UNDP team. Inception report must include a sample evaluation matrix as below:</p> <table border="1" data-bbox="336 1088 1125 1420"> <thead> <tr> <th data-bbox="336 1088 429 1368">Relevant evaluation criteria</th> <th data-bbox="429 1088 521 1368">Key questions</th> <th data-bbox="521 1088 614 1368">Specific sub-questions</th> <th data-bbox="614 1088 707 1368">Data Sources</th> <th data-bbox="707 1088 799 1368">Data Collection methods/tools</th> <th data-bbox="799 1088 892 1368">Indicators/standards</th> <th data-bbox="892 1088 1125 1368">Methods of data analysis</th> </tr> </thead> <tbody> <tr> <td data-bbox="336 1368 429 1420"></td> <td data-bbox="429 1368 521 1420"></td> <td data-bbox="521 1368 614 1420"></td> <td data-bbox="614 1368 707 1420"></td> <td data-bbox="707 1368 799 1420"></td> <td data-bbox="799 1368 892 1420"></td> <td data-bbox="892 1368 1125 1420"></td> </tr> </tbody> </table>	Relevant evaluation criteria	Key questions	Specific sub-questions	Data Sources	Data Collection methods/tools	Indicators/standards	Methods of data analysis								<p>Evaluation reference group including DRT Team Leader and relevant stakeholders</p> <p>Approved by: Evaluation manager</p>
Relevant evaluation criteria	Key questions	Specific sub-questions	Data Sources	Data Collection methods/tools	Indicators/standards	Methods of data analysis										

Draft evaluation report (within an agreed length)	<p>Upon approval of the inception report, the Consultant is expected to carry out the evaluation according to the proposed methodology. After completion of data collection or before sharing the draft report, the evaluator should present preliminary debriefing and findings to UNDP Advisory Team and final Evaluation reference group at UNDP BRH.</p> <p>The Evaluator should submit a comprehensive draft report consisting of major findings and recommendations for future course of action analysis, as well as success indicators used, and an overview of the effectiveness of the programme from the perspective of various stakeholders.</p> <p>The Final Evaluation Advisory Group and UNDP Advisory Team will review the draft Final evaluation report to ensure that it meets the required quality standards and covers all agreed components and contents of the final evaluation report. Detailed comments and feedback on the draft report will be provided to the consultant, and discussions may be held to provide clarifications as necessary.</p>	<p>Evaluation reference group including DRT Team Leader and relevant stakeholders</p> <p>Approved by: Evaluation manager</p>
Final evaluation report	<p>The final report is expected to capture findings and recommendations on both the programme approach, management, and performance. Suggestions and comments gathered during the briefing session will be taken into consideration. The minimum structure of the evaluation report (to be written in the English language) is the following:</p> <ul style="list-style-type: none"> • Executive summary • Introduction • Methodological approach • Evaluation findings • Lessons learnt • Recommendations for future programme interventions • Conclusions • Relevant annexes 	<p>Evaluation reference group including DRT Team Leader and relevant stakeholders</p> <p>Approved by: Evaluation manager</p>
Evaluation report audit trail.	<p>The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period, as outlined in these guidelines. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.</p>	<p>Submitted as part of final report</p>

7. Deliverables and timeframes

Deliverables/Outputs	Timeliness and level of effort	Target Due Date
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Deliverable 1: Submission of workplan that provides clear timeline of how the evaluation will be conducted including clear methodology covering both quantitative and qualitative dimensions, with a detailed list of required stakeholders who need to be interviewed.	Up to 5 working days	10 October Sept 2023
Deliverable 2: Submission of the Evaluation inception report which would include detailed work plan for the evaluation process, including: a list of interlocutors; tentative dates and virtual interviews planned; interview questions and dates for the briefing/de-briefing sessions. This information should be submitted through the preparation of an Evaluation Matrix.	Up to 10 working days	25 October 2023
Deliverable 3: Submission of draft evaluation report including main findings and recommendations	Up to 20 working days	20 Nov 2023
Deliverable 4: Submission of final evaluation report and audit trail form	Up to 5 working days	30 Nov 2023
Total	40 working days	

8. Scope of Price Proposal and Schedule of Payments

Candidates must submit a **financial proposal based on Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components (professional fees, communications, consumables etc.) required by the IC in completing the assignment and should be factored into the daily fee submitted in the proposal. The contract price will be fixed output-based price regardless of extension of the herein specified duration.

Mission Travel will be arranged by UNDP as per UNDP Travel policy. Travel cost including tickets, lodging and terminal expenses shall be agreed upon, between the respective business unit and the Individual Consultant, prior to travel, and will be managed by UNDP.

Deliverables/Outputs	Payment (%)
Deliverable 1: Submission of workplan that provides clear timeline of how the evaluation will be conducted including clear methodology covering both quantitative and qualitative dimensions, with a detailed list of required stakeholders who need to be interviewed.	10%
Deliverable 2: Submission of the Evaluation inception report which would include detailed work plan for the evaluation process, including: a list of interlocutors; tentative dates and virtual	30%

interviews planned; interview questions and dates for the briefing/de-briefingsessions. This information should be submitted through the preparation of an Evaluation Matrix.	
Deliverable 3: Submission of draft evaluation report including main findings and recommendations	30%
Deliverable 4: Submission of final evaluation report and audit trail form	30%
Total	100%

8. Roles and responsibilities

Who (Responsible)	What (Responsibilities)
Regional Programme Coordinator as Evaluation Manager	<ul style="list-style-type: none"> Assure smooth, quality, and independent implementation of the evaluation with needful guidance from UNDP's Senior Management. Approve hiring of the evaluator by reviewing proposals and complete the recruitment process. Ensure the independent implementation of the evaluation process.
	<ul style="list-style-type: none"> Approve each step of the evaluation Supervise, guide, and provide feedback and comments to the evaluation consultants. Ensure quality of the evaluation. Ensure the Management Response and action plans are fully implemented
DRT team at Bangkok Regional Hub	<ul style="list-style-type: none"> Draft ToR to be reviewed and finalized by the <i>Evaluation Manager</i> Support in hiring the consultant Provide feedback and comments on draft reports Provide necessary information and coordination with different stakeholders including donor communities Prepare management response and action plan Follow up on and implement recommendations
Possible stakeholders	<ul style="list-style-type: none"> Provide required information, furnishing documents for review to the consultant team. Provide feedback and comments on draft reports

Evaluation Consultant	<ul style="list-style-type: none"> • Review the relevant documents. • Develop and submit a draft and final inception report • Conduct evaluation. • Maintain ethical considerations. • Develop and submit a draft evaluation report • Organize meeting/consultation to discuss the draft report • Incorporate inputs and feedback in draft report • Submit final report with due consideration of quality and effectiveness • Organize sharing of final evaluation report • Evaluator is expected to work within Asia-Pacific working hours, particularly for the interviews.
Evaluation Reference Group	<ul style="list-style-type: none"> • Review draft report and provide feedback • Participate in debriefing session and provide suggestions

The Evaluation Consultant will be briefed by DRT Team Leader and UNDP Evaluation Manager upon arrival on the objectives, purpose, and output of the evaluation. An oral debriefing by the Evaluation Consultant on the proposed work plan and methodology will be done and approved prior to the commencement of the process.

The Evaluation will remain fully independent and reports to UNDP Regional Programme Coordinator at UNDP Bangkok Regional Hub. The Evaluation Consultant maintains communication through the Evaluation Manager during the implementation of the evaluation. The Evaluation Manager should clear each step of the evaluation. Evaluation report must meet the requirements from the Independent Evaluation Office’s guidelines which will be provided as part of the inception meeting.

It is understood that it may take multiple rounds of feedback before Evaluation Report is finalized and approved. Final report must meet IEO’s Quality Criteria. The final report will be signed off by the Evaluation Manager.

9. Evaluation Ethics

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

10. Duration of assignment and duty station

The period of the assignment is estimated to be from **01 October 2023 – 15 December 2023** up to a maximum of 40 working days.

The Consultant will be home-based with possible travel pending the health guidelines. Partial presence might be required at UNDP Bangkok Regional Hub. The consultant is expected to be

available during business hours in Thailand and the countries under review, particularly for interviews.

The consultant will visit Indonesia and the Philippines during the period of this evaluation to interview relevant stakeholders and to validate processes and results. **Mission Travel will be arranged by UNDP as per UNDP Travel policy. Travel cost including tickets, lodging and terminal expenses shall be agreed upon, between the respective business unit and the Individual Consultant, prior to travel, and will be managed by UNDP.**

11. Qualifications and selection criteria

Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> • Master’s degree in Development Studies, Environmental Sciences, Public Policy, International Relations or other relevant field
Experience:	<ul style="list-style-type: none"> • At least 10 years of extensive project/programme evaluation experience required with demonstrated experience of data-collection methodologies and data analysis process; • Demonstrated experience of at-least 3 years in undertaking independent evaluation of disaster risk reduction and recovery related projects • At-least 3 years of experience in Asia-Pacific region demonstrating engagement with broader disaster risk reduction and recovery work
Core competencies	<ul style="list-style-type: none"> • Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results, • Results-Oriented: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations, • Communication: Excellent communication skills, including the ability to convey complex concepts and Guidelines, both orally and in writing, in a clear and persuasive style tailored to match different audiences, • Teamwork: Ability to interact, establish and maintain effective working relations with a culturally diverse team, • Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners’ needs, and matching them to appropriate solutions
Core values	<ul style="list-style-type: none"> • Demonstrates integrity and fairness by modelling UN values and ethical standards, • Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
Language	<ul style="list-style-type: none"> • Excellent writing and communications skills in English

12. CRITERIA FOR SELECTION OF INDIVIDUAL CONSULTANT FOR AWARD OF CONTRACT

Evaluation Method and Criteria

Cumulative analysis: The candidates will be evaluated through Cumulative Analysis method. When using the weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of set of weighted combine technical evaluation of desk review and interview (70%), and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Technical Criteria for Evaluation – 70% (Maximum 70 points)

No	Criteria	Points
1	Master's degree in Development Studies, Environmental Sciences, Public Policy, International Relations or other relevant field. <ul style="list-style-type: none"> • Meeting the minimum requirement (masters Degree) – 07 Points • PhD or Higher Degree – 10 Points 	10
2	At least 10 years of extensive project/programme evaluation experience with demonstrated experience of data-collection methodologies and data analysis process, <ul style="list-style-type: none"> • Meeting the minimum requirement (10 years of experience) – 21 Points • 2 extra points for each additional years of experience – Up to 30 Points 	30
3	Demonstrated experience of at-least 3 years in undertaking independent evaluation of disaster risk reduction and recovery related projects <ul style="list-style-type: none"> • Meeting the minimum requirement (3 years of experience) – 10.5 Points • 1 extra point for each additional years of experience – Up to 15 Points 	15
4	At-least 3 years of experience in Asia-Pacific region demonstrating engagement with broader disaster risk reduction and recovery work <ul style="list-style-type: none"> • Meeting the minimum requirement (3 years of experience) – 10.5 Points • 1 extra point for each additional years of experience – Up to 15 Points 	15
Total		70

Financial evaluation (30%)

After interview, candidates who secure a minimum of 140 points out of 200 points in technical evaluation, will be considered for financial evaluation. Financial proposals from all technically qualified candidates will be scored out 30 marks based on the formula provided below. The maximum marks (30) will be assigned to the lowest financial proposal.

All other proposals will receive points according to the following formula:

- $p = y (\mu/z)$. Where:
 - p = points for the financial proposal being evaluated;
 - y = maximum number of points for the financial proposal;
 - μ = price of the lowest priced proposal;
 - z = price of the proposal being evaluated.

Contract award: Applicant receiving the Highest Combined Score and has accepted UNDP's General Terms and Conditions will be awarded the contract.