



ROYAL GOVERNMENT OF BHUTAN (RGoB)
UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

TERMINAL EVALUATION

OF THE

BHUTAN RECOVERY AND RECONSTRUCTION PROJECT

Yeshey Dorji
Millennium Consultancy, BHUTAN
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Contents

Executive Summary	ii
Acknowledgements	iv
Acknowledgements	iv
Acronyms Used	v
Description of terms	vii
1. INTRODUCTION	1
1.1 Background	1
1.2 The Evaluation Mission	2
1.2.1 Evaluation objectives and terms of reference	2
1.2.2 Evaluation Team Activities.....	3
1.3 Methodology of the Evaluation.....	4
1.3.1 The Approach adopted	4
1.4 Structure of this report	4
2. FINDINGS: PROJECT DESIGN, IMPLEMENTATION & MANAGEMENT	5
2.1 Project Design	5
2.2 Project Governance	5
2.2.1 The Project Implementation Framework	5
2.2.2 The Project Board (PB).....	6
2.2.3 The Project Management Unit	7
2.2.4 The Role of UNDP.....	7
2.3 Financial Management.....	7
2.4 Monitoring and Evaluation	9
2.5 The Logical Framework Matrix and Output Indicators	10
2.6 Gender strategy	10
2.7 Financial and Program Variations.....	11
3. FINDINGS: PROJECT RESULTS	13
3.1 Project Outputs.....	13
3.2 Assessment of projects outputs according to Indicators against targets	13
3.3 Assessment of projects Activities	14
3.3.1 Output 1: Restoration of social and community services.....	14
3.3.2 Output 2: support community-based livelihood regeneration.....	16
3.3.3 Output 3: Strengthen capacities for response and recovery coordination through Technical assistance.....	18
3.3 Capacity Development Assessment	23
4. FINDINGS: PROJECT IMPACTS AND SUSTAINABILITY	25
4.1 Global Impacts	25
4.2 National Level Impacts	25
4.3 Local Level Impacts.....	27
4.4 Sustainability of Project Outputs	27
5. CONCLUSIONS AND OVERALL FINDINGS	30
5.1 Experiences and Lessons learned.....	30
5.2 Recommendations.....	30
ANNEX 1: Terms of Reference	33
ANNEX 2: Schedule for the evaluation	36
ANNEX 3: List of Persons Met	37
ANNEX 4: List of documents reviewed	38

Executive Summary

This is the Terminal Evaluation for a UNDP – Government Project, commissioned by the UNDP Country Office in Bhutan, with the support of the Department of Disaster Management, Ministry of Home and Cultural Affairs, Royal Government of Bhutan. The evaluation was carried out by an independent consultant, Mr Yeshey Dorji, Millennium Consultancy Services. The evaluator reviewed all project related documents, followed the Evaluation Guidelines from UNDP and undertook a two week field visit consultation involving a focal person from the project to facilitate logistics.

The project followed NEX modality with the Government. The Government was the Executing Authority via the Gross National Happiness Commission (GNHC) and the Ministry of Home and Culture via the Department of Disaster Management (DDM) in coordination with other relevant Government Agencies (Bhutan Standards Bureau [formerly SQCA] and the Department of Culture) and six eastern District Governments were the Implementing Authority. UNDP provided oversight and advice, technical support and held the purse strings of quarterly disbursement to approved work plans and budgets.

Project design followed from a version that proposed supporting restoration of social and community services, community based livelihood regeneration and strengthening capacities for response and recovery coordination through technical assistance. The final design of the project was implemented with a resource size of USD 544,379.16 (USD 400,000 from BCPR, USD 96,046.73 from DAO and USD 48,332.43 from CIDA) in October 2009 for a period of 2 years (2009-2011) instead of the initial proposal of USD 765,000. Additionally, USD 82,000 and USD 10,000 were provided by UNDP for procurement of roofing materials to Bumthang fire victims and for convening the International Conference on Disaster Management and Cultural Heritage. Thus, the total budget amounted to USD 636,379.16. While the project design provided for flexibility in implementation, it did not provide clear modalities for the implementing role of the Dzongkhags and progress reports have consistently pointed this weakness and as cause for delays in project implementation and reporting. The ProDoc does not specify the modalities for flow of funds from the UNDP to the DDM. The flow of funds from the DDM to districts and other partners has followed normal RGoB financial manual and the project result matrix does not have quantitative and specific indicators for measurement which made the evaluation cumbersome.

The Project Board provided the necessary guidance and direction to the project management although it met only twice during the project implementation period. The project management was integrated within the Department of Disaster Management structures and worked in collaboration with the partners in District Government and other agencies while the project provided an Assistant Project Manager to support the Project Manager. Project fund disbursement was very satisfactory and given the small amount of funding compared with scale of achievement, the project has achieved considerable cost-effectiveness. Project monitoring has been limited to few progress reports and site visits that were taken up in connection with visits for other purposes as there was no framework setting out a monitoring schedule, nor what should be monitored, by whom, or for what purpose. The project result matrix does not have quantitative and specific indicators for measurement. The project design includes gender perspectives and achievements in this are observed in the project progress.

The project has impacted local, national as well as global levels. The project laid out a foundation for recovery coordination mechanism and improved capacity for post-disaster needs assessment, recovery, response and preparedness at local and national levels and increased the awareness of the communities across the nation on disaster and disaster preparedness. The project has brought about significant global impact in terms of finding linkages between disaster management and cultural heritage.

Based on the efficiency, impact, effectiveness and relevancy of the project, the evaluation has ranked the delivery of the project outputs as “S” SATISFACTORY. The “S” rating was provided based on the results achieved by the project which are evaluated on efficiency, effectiveness, relevancy and the impact. Overall we believe the project has achieved a great deal with few resources (USD 636,379.16) and the NEX modality assisted this relative frugality.

Given the small amount of funding compared with scale of achievement, this suggests that the project has achieved considerable cost-effectiveness. Thus, the Cost Effectiveness is rated HS”HIGHLY SATISFACTORY”. On sustainability, the project is ranked successful for its focus on capacity building for restoration and re-construction of facilities that have disaster resilient infrastructure. While disasters will continue to occur as climate change and increased population interact, building resilient infrastructure would be a critical way to build community resilience to disasters. The capacities built by the project will remain within the communities and can in fact have multiple effects through on-the job trainings within the communities. Thus, for Sustainability, S “SATISFACTORY” rating was provided.

Acknowledgements

The consultant would like to start by acknowledging the great amount of support and help and advice and friendship, from Sonam Tenzin, Program Assistant, DDM.

I would like to thank the UNDP Country Office in Bhutan for accepting my candidature and giving me the honour to work in such a spectacular and important site. Mr Karma Rapten, Head-Energy and Ms Anne Erica Larsen, Programme Analyst, Environment and Disaster Management Unit, UNDP must be acknowledged for their guidance and support for the assignment.

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Ms Dechen Tshering, Dy. Exe. Engineer, Department of Culture, MoHCA for sharing the information on the Conservation of Heritage Sites must be acknowledged.

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Acronyms Used

BCPR	Bureau for Crisis Prevention & Recovery
BDA	Bhutan Disaster Assessment
BHU	Basic Health Unit
BRRP	Bhutan Recovery and Reconstruction Project
BSB	Bhutan Standard Bureau
CBHFA	Community-based Health and First Aid
CBSAR	Community-based Search and Rescue
CC	Climate Change
CIDA	Canadian International Development Agency
CPR	Cardio-Pulmonary Resuscitation
DMP	Disaster Management Plan
CPS	Community Primary School
DDM	Department of Disaster Management
DDMC	Dzongkhag Disaster Management Committee
DGPC	Druk Green Power Corporation
DM	Disaster Management
DMIS	Disaster Information Management System
DAO	UN Delivering as One fund
DR	Disaster Risk
DoC	Department of Culture, Ministry of Home and Cultural Affairs
EOC	Emergency Operation Center
EQ	Earthquake
GDMC	Gewog Disaster Management Committee
GNHC	Gross National Happiness Commission
ICT	Information and Communication Technology
IFRC	International Federation for Red Cross and Red Crescent Society
EOCs	Emergency Operation Centers
M & E	Monitoring and Evaluation
MoHCA	Ministry of Home and Cultural Affairs
NGO	Non Governmental Organization
ORC	Community Outreach Clinic
PA	Project Assistant
PB	Project Board
PM	Project Manager
PMU	Project Management Unit
PR	Progress Report
RBA	Royal Bhutan Army
RBG	Royal Body Guards
RBP	Royal Bhutan Police
RGoB	Royal Government of Bhutan
RCRRP	UNDP-funded Regional Climate Risk Reduction Project
RNR	Renewable Natural Resources
SAR	Search and Rescue

SBAA	Standard Basic Assistance Agreement
SOP	Standard Operating Procedure
SQCA	Standard and Quality Control Authority
TE	Terminal Evaluation
TOT	Training of Trainers
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
UNISDR	United Nations International Strategy for Disaster Reduction
WASH	Water Supply and Sanitation
WFP	World Food Program
WHO	World Health Organization
VHF	very high frequency

Description of terms

<i>Chiwog</i>	Group of villages
<i>Chorten</i>	A religious stupa
<i>Dungkhang</i>	Sub district/Administrative level between District and Gewog.
<i>Dzong</i>	Fortress housing administrative and religious bodies.
<i>Dzongkhag</i>	District
<i>Gewog</i>	Block/Lowest Administrative level in Bhutan.
<i>Lhakhang</i>	Monastery

1. INTRODUCTION

1.1 Background

The two major natural disasters in 2009 were the worst experience that Bhutan had in recent years. On May 25th and 26th 2009, cyclone Aila brought unprecedented rain which caused severe flooding in seventeen of Bhutan's 20 districts and causing an estimated damage worth US \$ 17 million. On 21st September 2009, the eastern part of the country was hit by a strong earthquake of magnitude 6.1, followed by several aftershocks. The earthquake claimed 12 lives and 47 injuries and damaged 4,950 rural homes, 177 schools, 45 Basic Health Units (BHUs), 29 Renewable Natural Resource (RNR) Centres, 26 Gup offices and caused massive damage to cultural assets. The total damage and loss was estimated at US \$ 52 million¹.

The Joint Rapid Assessment for Recovery, Reconstruction and Risk Reduction after the Bhutan Earthquake prepared by the Royal Government of Bhutan, the World Bank and the United Nations in October 2009 identified Shelter, Cultural Heritage, Education, Health and Government and Public Offices to have suffered significant losses. The sectors that were most affected included the Shelter, Cultural Heritage, Education covering 45%, 26% and 24% respectively of the total estimated loss from the earthquake. Based on the joint assessment, the Royal Government of Bhutan (RGoB) formulated a National Recovery and Reconstruction Plan. The implementation of the plan was supported through budget re-appropriations in all sectors and districts, bilateral and multilateral donors.

The UN System in Bhutan worked closely with the government to provide assistance to the affected people through recruitment of a UN Disaster Coordinator, an Earthquake Field Coordinator and a DDM Coordinator. UN assistance was provided through 5 inter-agency sectoral task teams established to coordinate UN support in the following areas: Coordination; Shelter; Food and Livelihood; Health and Nutrition; and WASH.

In addition, the UNDP and the RGoB initiated the Bhutan Recovery and Reconstruction Project (BRRP) with a size of USD 544,379.16 (USD 400,000 from BCPR, USD 95,000 from DAO and USD 48,169 from CIDA) in October 2009 for a period of 2 years (2009-2011). The project was funded by UNDP-BCPR, CIDA and the UN Delivering as One Fund (DAO), and was implemented by the Department of Disaster Management (DDM) under Ministry of Home and Cultural Affairs (MoHCA) of the RGoB in coordination with relevant government agencies and district authorities. Additionally, USD 82,000 and USD 10,000 were provided by UNDP for procurement of roofing materials to Bumthang fire victims and for convening International Conference on Disaster Management and Cultural Heritage respectively. Thus, the total budget amounted to USD 636,379.16. The project entails three broad outputs comprising of restoration of social and community services, supporting community-based livelihood regeneration and Strengthen capacities for response and recovery coordination through Technical assistance and covers central and eastern regions of Bhutan. The focus of the BRRP on restoration of social and community services, supporting community-based livelihood regeneration and Strengthen capacities for response and recovery coordination through Technical assistance is well placed in

¹ *National Recovery and re-construction Plan, 2009*

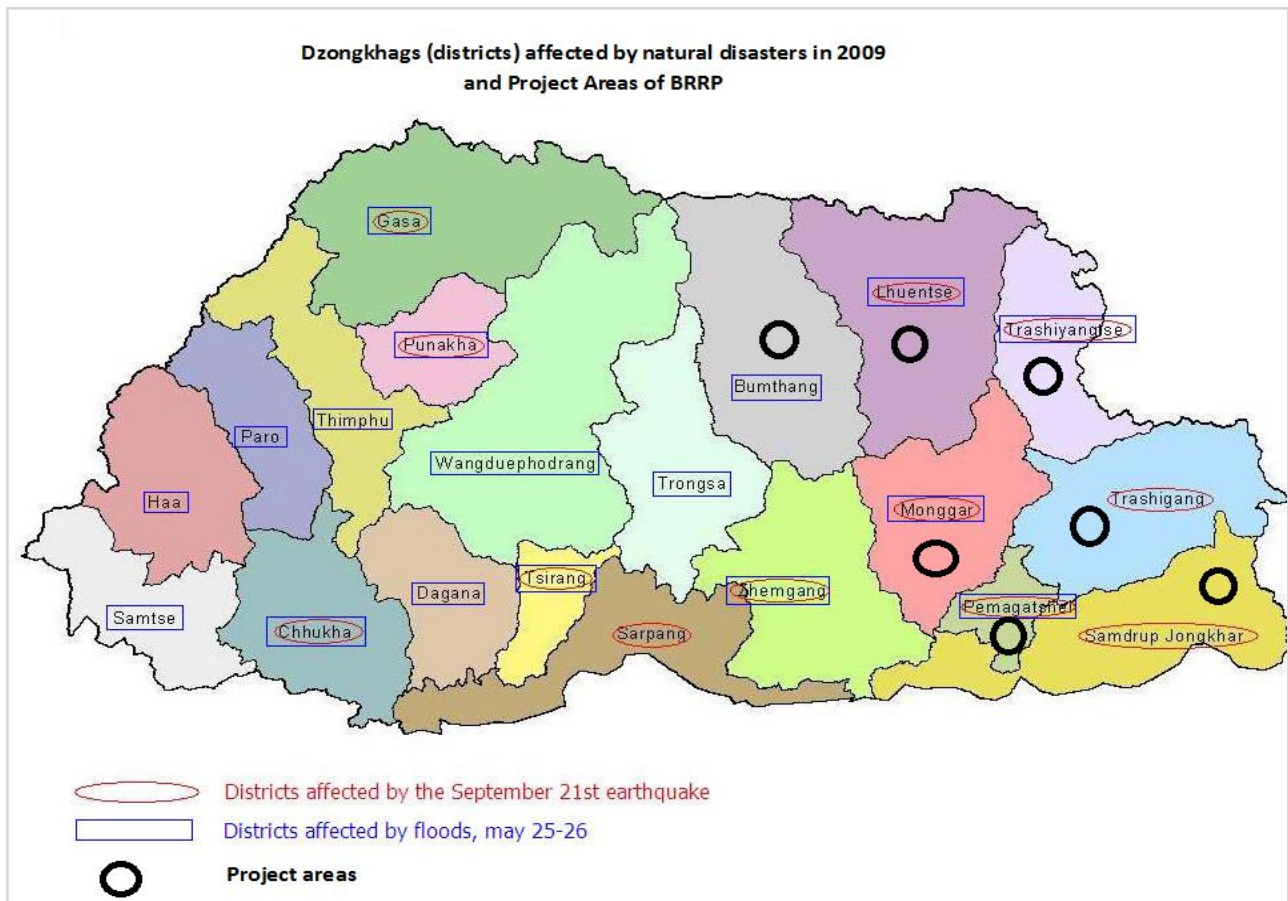
line with the Joint Rapid Assessment for Recovery, Reconstruction and Risk Reduction of October 2009. The project was initially to start from October 2009 and complete by September 2011 but the actual implementation started only from January 2010. A no cost extension was made until the end of December 2011.

1.2 The Evaluation Mission

1.2.1 Evaluation objectives and terms of reference

This evaluation was commissioned by the UNDP Country Office in Bhutan, with the support of the DDM, MoHCA, RGoB. The Terminal Evaluation (TE) followed the procedures laid down by UNDP for the Project. The detailed objectives of this TE are to be found in the Terms of Reference (ToR) in Annex 1. The operative objectives of the evaluation, based on the ToR, are as follows:

- Assessment of project design in view of the larger goal of a reconstruction and recovery programme in the aftermath of two disasters, including the project period and resources available;
- Project performance in relation to the indicators, assumptions and risks specified in the logical framework matrix and the project document;



- Identification and, to the extent possible, quantification of any additional outputs and outcomes beyond those specified in the project document, including assessment of procedures followed and justifications provided;
- Identification of any programmatic and financial variance and/or adjustments made during the project implementation and an assessment of their consistency with the overall objectives of the project;
- Evaluation of project coordination, management and administration provided by the Project Management and Project Board, including cooperation, coordination and synergies created by the project;
- Assessment of the technical assistance organized under the programme (did the programme have regular access to experts or institutions with expertise in programme areas?)
- Assessment of the extent of support made available by the Royal Government of Bhutan vis-à-vis the programme objectives;
- Assessment of capacity building of the Government agencies involved in the programme and/or UNDP;
- Assessment of the degree to which the overall objectives and expected outcomes of the project have been met;
- Assessment of the scope, quality and significance of the projects outputs achieved;
- Assessment of the exit plan and sustainability plan of the project within the overall recovery and reconstruction framework of the government;
- Lessons learned and best practice from project implementation, and recommendations for future recovery and reconstruction projects.

1.2.2 Evaluation Team Activities

Work on this evaluation commenced on Tuesday 29 November 2011 with meeting with UNDP officials-Mr Karma Rapten and Ms Anne Erica Larsen and Mr Sonam Tenzin, DDM. The consultant was able to discuss the ToR and travelled on 5 December 2011, to the eastern Bhutan for field visits and consultations (see Annex 2 on itinerary).

After the field trip the consultant spent a further two days holding consultations with key stakeholders and undertook the first drafting of the Evaluation Report. A presentation of findings was made to the Project Board and other stakeholders on 23 December 2011. By 21 December 2011, the consultant provided a first draft report of the Evaluation Report to UNDP/DDM.

The Evaluation Report was finalized after comments from Stakeholders.

1.3 Methodology of the Evaluation

1.3.1 The Approach adopted

Guidance on TE methodologies was provided by the UNDP Handbook on Monitoring and Evaluation ²(M &E). The evaluator based his approach on this document together with the ToR, in consultation with UNDP Bhutan. This has been a participatory evaluation, and opinions/information were obtained through the following activities:

- Desk review of relevant documents and websites
- Discussions with UNDP staff, and past and present project staff from the DDM, DOC, BSB, SQCA and the Dzongkhags
- Meetings/telephone with stakeholders and partners in capital/districts/sites

The TE was carried out by an independent consultant, Mr Yeshey Dorji, Millennium Consultancy Services.

The TE schedule included a desk review of relevant documents, preparatory meetings with the UNDP and DDM, preparation of a detailed plan of engagement in the evaluation of BRRP, field visits, report writing and presentation. During the field visit to Eastern Bhutan accompanied by Mr Sonam Tenzin, Project Assistant (PA), DDM, the evaluator carried out interviews/consultation with relevant stakeholders and beneficiaries at the district level.

Assessment of each project output has been made in terms of scope, quality and significance of the projects outputs achieved as well as its effectiveness, efficiency, and relevance. The logical framework matrix, progress reports and the project document have been used to assess the project performance in relation to the indicators, assumptions and risks. These have been verified in the field during the field visit.

1.4 Structure of this report

The Report is structured in five main parts. Following the Executive Summary, the first part of the report comprises an Introduction which covers the methodology of the TE and the development context of the project. Then Part 2 covers the “Findings” and is made up of a number of discrete but closely linked sections following the scope proposed for project evaluation reports by UNDP Guidelines, separating project “*management*” (Part 2), from project “*Impact*” (Part 3 and 4). Part 3 assess the project outputs through indicators versus targets set and the achievement of planned activities. The “*impact*” of the project outputs and Sustainability issues are discussed in part 4 while Part 5 comprises the Conclusions and Recommendations. Annexes provide additional information.

² *Handbook on Monitoring and Evaluation for Results (2002) United Nations Development Programme Evaluation Office*

2. FINDINGS: PROJECT DESIGN, IMPLEMENTATION & MANAGEMENT

2.1 Project Design

The Project was nationally executed under UNDP National Execution (NEX) modality and procedures and implemented by the DDM of MoHCA with districts government and relevant government agencies in coordination with the Gross National Happiness Commission (GNHC), RGoB.

The project design included a clear set of outputs which are to *restore social and community services, support community-based livelihood regeneration and to strengthen capacities for response and recovery coordination through Technical assistance.*

However, the project result matrix does not have quantitative and specific indicators for measurement which made the evaluation cumbersome. This is understandable since the project formulation was done in very little time due to the nature of the project focus on recovery and reconstruction after a disaster. After cyclone Aila in May and earthquake in September, 2009 the Joint Rapid Assessment for Recovery, Reconstruction and Risk Reduction took place in October 2009. The UNDP and the RGoB initiated the BRRP in October 2009 and actual implementation of the project started from January 2010. Given the very short period available for project formulation, the design of the project is satisfactory.

The flexibility of the project maintained through the rolling plan approach has allowed for adjustments and responding to changing situations and needs of the stakeholders. Flexibility has also been maintained in the ProDoc through its different versions. The first draft version of the ProDoc has an allocation of USD 400,000 and the second and final version has a resource size of USD 765,000.

The ProDoc articulates that the project shall be implemented in collaboration with the administrations of the affected districts and the District Administrator shall be the key focal point for project activities and their implementation progress. However, it does not provide the modalities of this collaboration. In reality the project focal persons were the Dzongkhag Environment Officers and not the District Administrators. Various progress reports have consistently pointed this weakness and as cause for delays in project implementation and reporting.

2.2 Project Governance

2.2.1 The Project Implementation Framework

UNDP and the RGoB agreed that the project will be executed under the NEX modality. The UNDP Programming Manual³ states that “*NEX is used when there is adequate capacity in*

³ *UNDP Programming Manual*. UNDP, New York, 2000

government to undertake the functions and activities of the programme or project. The UNDP country office ascertains the national capacities during the formulation stage”.

The ProDoc is quite specific about the implementation framework, which has been based on a long history of UNDP working with the RGOB and both parties were aware of the strength of project management abilities. No specific capacity assessment was done, but one assumes that parties were agreed that there was sufficient in-house capacity to manage this project.

Project management under NEX systems is relatively easy to understand. The Government was the Executing Authority via the GNHC; and the MoHCA via the DDM in coordination with other relevant government agencies and district authorities. UNDP provided oversight and advice, but requested technical support from UNDP and held the purse strings of quarterly disbursement to approved work plans and budgets.

2.2.2 The Project Board (PB)

All projects of a certain size will benefit from an effective board and it is standard practice to discuss the function and makeup of the PB in the ProDoc. The PB is the highest governance level for the project. As such, it must have both the authority and the power to set policy for the project, monitor its performance and provide guidance and directions to the Project Manager and other project stakeholders. The PB should also support UNDP which, as Implementing Agency of donor partners, retains the ultimate accountability for the delivery of project products and the administration of project funds according to the Standard Basic Assistance Agreement (SBAA) between UNDP and the Government.

The tasks of the PB should include (and largely did include) the following:

- To set policy and guidance to ensure timely, cost-effective realisation of project objectives
- To review and recommend approval of Annual Work Plans
- To monitor progress in project implementation against agreed Outcomes and Outputs
- To validate project outputs
- To resolve conflicts and problem areas as needed to facilitate project delivery
- To ensure country commitments, including co-financing and operational support, are met.

The membership of the PB should comprise (and largely did comprise) the following:

- Representative, GNHC
- Representative, DDM
- Representative, UNDP and/or UN System in Bhutan
- Representative, one each from the Dzongkhags (districts) covered under the project
- Representative, national/international humanitarian agency/NGO and/or donor agency

In practice the PB was chaired by the Director, DDM and included broad representation. The Project Manager (PM) is required to attend and report on progress, assisted by other project personnel as required. The PM acts as the Secretariat to the PB.

The ProDoc requires the PB to meet at least twice every year and be convened as and when considered essential by the Government. However, from the record, the PB did not meet in 2010 and twice in 2011 (24 March 2011 and 22 August 2011). This is less than requirement as stated in the ProDoc. As part of the project inception, LPAC meeting was held in November, 2009 which set out the broad guidelines for implementation of the project.

2.2.3 The Project Management Unit

There was no separate Project Management Unit (PMU). Management was integrated within the DDM structures. Management was thus a team process. The PM was working in collaboration with the partners in District Governments and other agencies. This is very much in line with current aid thinking – empowering the recipient to take charge from the outset.

There had been frequent changes of the PM position as five PM's had been changed during the project period which has to a certain extent disrupted the implementation. However, the PA, recruited by the MoHCA and funded through the project, had been with the project since the start. The PA has played a crucial role in implementing the activities, liaising and interacting with relevant partners.

2.2.4 The Role of UNDP

As implementing agency of the donors, UNDP was responsible for the timely and cost-effective delivery of the agreed project outputs. UNDP has an obligation to ensure accountability in the project, and efforts in this respect are spearheaded by the Country Office which has legal responsibility for the funds.

Project fund disbursement was very satisfactory. The project functioned highly satisfactorily. The UN system in Bhutan emphasises “environment sustainability and disaster management” as key part of their portfolio, with the UNDAF priority 5: “*By 2012, the national capacity for environmental sustainability and disaster management strengthened*”. Further, Goal 3 of the UNDP strategic plan 2008-2011 under outcome 5 emphasises “*supporting crisis prevention and recovery*”.

2.3 Financial Management

This TE is not intended to be a financial audit and the focus of this section is only considering whether the project financial disbursement process hampered project effectiveness/efficiency; and if the project has given value for money. Financial audits have been conducted separately during project implementation and from the report the auditors (from Government as NEX) has been generally satisfied with what they found and no issues have been raised. Auditors were thorough, addressing management and financial issues, and audit reports were often long and detailed. In all cases the project took on board the audit recommendations and were able to answer audit queries satisfactorily.

The annual budget period in Bhutan is from July to end of June the following year. The PM prepared two budgets: for the department and for the districts where the project was executed. The annual budgets are part of annual work plans. The budget for the department was prepared based on plans and programs. The budgets for the districts are prepared in consultation with the districts. All the budgets were presented to PB and forwarded to the Department of Budget where it was scrutinized and approved for implementation.

From an evaluator's point of view, the project design, with a budget of USD 400,000 over a two year period, could be considered under-budgeted against the estimated requirement of USD 765,000. However, CIDA and DAO co-financing raised the total to 544,379.16. All salaries, besides the PA, were paid by the RGoB, adding a further real saving and an indication of commitment from the RGoB. Given the small amount of funding compared with scale of achievement, this suggests that the project has achieved considerable cost-effectiveness. There was no expenditure on “costly” Project Manager/Advisors and external consultancies were limited.

Table 1: Consolidated Summary of Expenditure Details for Project (2010 – Q3 2011)

Donor	Year wise Expenditure in USD		
	2010	2011	Total
UNDP-BCPR	241,949.36	109,887.09 ⁴	351,836.45
CIDA	48,332.43	-	48,332.43
DAO	96,046.73	-	96,046.73
Total	386,328.52	109,887.09	496,215.61

Table 2: Financial expenditure under different components (2010-2011)

Component	2010	2011	Total
Infrastructure	194,402.70	78,791.36	273,194.06
Training	66,765.07	25,483.29	92,248.36
Equipment	121,187.79	2,827.91	124,015.70
Project Management	1,084.07	1,284.53	2,368.60
Office Supplies	2,888.89	1,500.00	4,388.89
TOTAL	386,328.52	109,887.09	496,215.61

DAO fund was used for the Safe School Program conducted for 90 teachers in Trashigang district, the (Community–Based Disaster Risk Management (CBDRM) Training of Trainers (ToT) in Trashiyangtse, and the comprehensive search and rescue training for 30 national key stakeholders from the government, Royal Bhutan Police (RBP), Royal Bhutan Army (RBA), Royal Body Guards (RBG) and Corporations.

CIDA grant was utilized for restoration of health facilities-Kheri Outreach Clinic (ORC) under Trashigang, targeted cash for work income-generation programme related to the restoration of

⁴ Expenditure at the end of 3rd quarter 2011

two chortens and training of masons and carpenters and development of earthquake (EQ) resistant construction guidelines.

Both CIDA and DAO grants were fully exhausted in 2010 and only UNDP-BCPR was available in 2011.

Through collaboration in conducting advanced and basic training on Search and Rescue (SAR) and Disaster Risk Reduction (DRR), linkages were established with Atal Bihari Vajpayee Institute of Mountaineering and Allied Sports, Manali, India, International Federation for Red Cross and Red Crescent Society (IFRC), New Delhi and with the Save the Children, Bhutan Country Office.

2.4 Monitoring and Evaluation

Monitoring of the project is a joint responsibility of project management, the Ministry as Executing Agency, and UNDP as the donor Implementing Agency. Provisions for project performance monitoring are covered in the ProDoc through the standard arrangements which include:

- Initial planning meeting at the beginning of the project (The Inception Process/ Report).
- PB to meet atleast twice every year (may convened as and when considered essential) to review the implementation progress and to provide direction and guidance
- Quarterly/half yearly and Annual report
- An end of project report/Final report at completion of the activities reflecting the overall achievements under the project
- A final independent evaluation at the end of the project.

However, there was no framework setting out a monitoring schedule, nor what should be monitored, by whom, or for what purpose. The project result matrix does not have quantitative and specific indicators for measurement. No baseline was used as it was not available. A monitoring field visit was conducted in November 2010. UNDP also monitored the progress during field visits in July, 2010 and November, 2010.

The Project Management with the support from UNDP has regularly provided Project Progress reports and coordinated well with the PB. The content of Quarterly Project Reports are compiled and consolidated into the annual Project Progress Reports. Progress reports submitted include the following:

- BRPP Project Progress Report, 2010 (based on quarterly project reports of 2010)
- BRPP Quarterly Project Report, 1st quarter, 2011
- BRPP Quarterly Project Report, 2nd quarter, 2011
- BRPP Quarterly Project Report, 3rd quarter, 2011

The implementation of the BRRP has been largely effective with almost all the target indicators achieved. Efficiency of the project has been assessed to be sound as the project indicators have been delivered without cost escalations during the project period. The project focus on

restoration of vital community service centres such as Community Primary School (CPS) and ORCs has been highly relevant for restoration of these services in the disaster affected areas.

2.5 The Logical Framework Matrix and Output Indicators

The project LogFrame is arguably the most important single tool for adaptive management. It provides a summary of the project scope and elements. It provides Indicators to be assessed as a measure of progress towards the Objectives and Outcomes and it notes the risks and assumptions recognized by the project designers. Monitoring against the LogFrame is an effective way of gauging project progress. However, most of the output and activity indicators in the project results matrix or in the rolling plans do not have quantitative and specific indicators for measurement which made the evaluation cumbersome.

Effective project management requires that the LogFrame remains sufficiently “alive” and subject to change to reflect changing circumstances, experience gained, and shifts in priorities; and that the log-frame is used to guide management. Revisions of the Log-Frame are a good manifestation of adaptive management and the project has well considered the need for changes to reflect changing circumstances, experience gained, and shifts in priorities through the rolling plan approach and revision of the result framework. The first draft version of the ProDoc has an allocation of USD 400,000 and the second and final version has a resource size of USD 765,000.

2.6 Gender strategy

The ProDoc does describe a gender strategy, where the program should ensure full participation of women. The livelihood regeneration activities need to focus on building capacity of women as most of the households and mountain communities’ structures and systems are women-led. It was found difficult to train women carpenters and masons for the reconstruction activities as there are no female masons and carpenters traditionally. Through the CBDRM training at the Gewog and Chiwog levels, the DDM had, as much as possible, engaged women at planning process, encouraged them to get involved during the reconstruction activities with strong emphasis on their overall livelihoods. The participation of women in the project is illustrated below:

- 13 percent women participation for Community-Based Health and First Aid (CBHFA⁵) training, out of 197 participants
- 20 women participated in ToT workshop for CBDRM held in Trashiyangtse, Lhuentse and Samdrupjongkhar in 2010, out of 100 participants
- 31 (4 women, 27 men) Project Managers and Head Carpenters from the on-going Dzong conservation and construction projects, and engineers from Lhuentse, Trashigang, Tashi Yangtse, Pema Gatsel, Mongar and Samdrup Jongkhar districts participated in the training on effective use of timber in the field of conservation of heritage sites to assist in the recovery programs.

⁵ *CBHFA training included theoretical concepts, demonstrations of CPR, bandaging and treatment of other injuries, practical application of the newly gained skills.*

- 11 women Information and Communication Technology (ICT) officers were trained on Disaster Information Management System (DIMS).
- 3 female district engineers attended the training on Integration of Risk Reduction into traditional construction techniques
- 4 female engineers attended the training on Effective Use of Timber in the field of Conservation

2.7 Financial and Program Variations

Although no overall financial variations were observed in the agreed project (except the additional budget provided for procurement of roofing materials to Bumthang fire victims and for convening International Conference on Disaster Management and Cultural Heritage) changes in certain activities and fund re-appropriations were observed. For instance:

- In the 2nd quarter, Nu.765,000 (USD 17,000⁶) was released to the Standard and Quality Control Authority (SQCA)/the Bhutan Standard Bureau (BSB) for Retrofitting demonstration of stone masonry structure covering 3 districts in eastern Bhutan. Due to the postponement of local government elections, this activity could not be undertaken in the 2nd quarter. Implementation in the 3rd quarter has not yet been scheduled due to the organizational change from SQCA to BSB and change in mandate. In the PB meeting on 22nd September, it was therefore decided to re-appropriate funds for procurement of SAR Equipment for the eastern Dzongkhags.
- Re-appropriated USD 8,400 under 2.2.3-support enhancement of skill and promotion of livelihood activities, particularly for women for specialized training (CBHFA and CBSAR trgs.) to supply of basic SAR and communication equipment for (Emergency Operation Center (EOC).
- Re-appropriated Nu. 417,030.44 (USD 9,267.34) to cover the cost of the International Conference on DM and Cultural Heritage.
- Re-appropriated USD 3,000 under activity 2.2.3 to supply of basic SAR and communication equipment for district EOC.
- Re-appropriated USD 9,340 under activity 2.1.2 budgeted for training in hazard resistant construction techniques for the International Conference on DM and Cultural Heritage.

The above re-appropriations were considered to reflect the changing circumstances; experience gained, and shifts in priorities. It was also carried through due process of agreed project management framework and in consistency with the project objective and therefore has not infringed on the achievement of the project outputs.

The following two activities, which were initially part of the livelihood recovery program after Cyclone Aila, were excluded from the project design as they were understood to be mainstreamed in activities of the agriculture sector. The BRRP, therefore, focused on recovery and reconstruction activities after the earthquake in 2009. The activities included:

⁶ Exchange rate of 1 USD =BTN 45

- Under output 2.2, activities related to improvement in the area of organic farming and agro-processing, livestock maintenance, crop diversification, food and grain storage and nutrition
- Specialized trainings for skill enhancement/and livelihood diversification including training on producing agricultural by-products and other home-based income generating activities (textile, cane, bamboo products).

3. FINDINGS: PROJECT RESULTS

3.1 Project Outputs

It was envisaged that by the end of the project period, the Project would have;

1. Restored social and community services in affected areas through
 - Support of community based recovery of social and community infrastructure in selected districts
 - Formulation of disaster management plan in one affected area
 - Improved resilience of the gewogs by introducing climate change mitigation measures into recovery and reconstruction
2. Supported community-based livelihood regeneration through
 - Skill development and training in “Build Back Better” practices
 - Livelihood regeneration in conjunction with other UNDP assisted programs
3. Strengthened capacities for response and recovery coordination through Technical assistance through
 - Establishment of Recovery Coordination Mechanism
 - Building of national capacity for post disaster needs assessment and recovery
 - Strengthening Response and preparedness capacity at national and local levels

The project has focused on these three major outputs and implemented through corresponding sets of sub-outputs and activities; these are described in detail in the assessment of project activities.

The TE assessed the performance of the project based on outcomes and output indicators provided by the 18 Months Rolling Work Plans for Strengthening National Capacity for Disaster Risk Management in Bhutan (Jan 2010-June 2011 and January 2011-June 2012) which contains the work plan for BRRP for the corresponding periods. The achievements are based on reports in the BRRP Progress Report for 2010 and Quarterly Progress Reports, (1st, 2nd and 3rd quarters) of 2011.

3.2 Assessment of projects outputs according to Indicators against targets

For easy reference, the evaluator used ratings on a 6 point scale:

HS = Highly Satisfactory; S = Satisfactory; MS = Marginally Satisfactory;
MU = Marginally Unsatisfactory; U = Un-Satisfactory; HU = Highly Unsatisfactory

These ratings are used against four sets of criteria: Relevance, Effectiveness, Efficiency and Cost Effectiveness plus an overall rating. Ratings are for the achievement made for each Indicator and their targets and an overall PROJECT RATING, looking at achievement of outputs.

3.3 Assessment of projects Activities

3.3.1 Output 1: Restoration of social and community services

Sub-output 1.1: Support community based recovery of social and community infrastructure in selected districts.

Planned Activities	Status at end of Project	Rating
Recovery needs and beneficiaries identified through sectoral assessment	National Recovery and Reconstruction Plan has been developed and adopted. This plan provides solid framework for development of Dzongkhag, Gewogs/Thromdes level DM Plan in future. Recovery needs and beneficiaries were identified in cooperation with district authorities in the affected districts.	S
Support vital community service delivery infrastructure through recovery, restoration and reconstruction of 2 CPS in Lhuentse; 3 ORCS, BHU & Health Staff quarters in Trashigang & Lhuentse	Reconstruction and restoration of 3 ORCs (Kheri, Mengkhar, and Benshingmo) in Tashigang and 2 CPS (Gortsum and Wambur) in Lhuentse districts were completed in addition to renovation of two Jarong Kharso chortens (religious monuments) in Trashigang district. These were implemented as per EQ resistant construction and retrofitting guidelines. Thus, essential community services from facilities were restored. Restoration of Health Staff quarters in Trashigang and Lhuentse could not be implemented as RGoB decided to reconstruct the building completely.	S
Community members, in particular women, trained in providing services (CBHFA-community First aid, counselling) in 3 districts	CBHFA training was completed as per the planed schedule where there were 197 participants and participation of women was 13%.	S

All indicators have been achieved except for the indicator on 40% female CBHFA training participants and restoration of Health Staff quarters for Lhuentse and Trashigang. The restoration of these social and community infrastructure were critical in order to provide the basic services to the affected locations.

Sub-output 1.2: Formulation of disaster management plan in one affected area

Planned Activities	Status at end of Project	Rating
Support capacity development of DDMC members through orientation and CBDRM ToT	This has been adequately addressed through TOT for CBDRM held in three districts (Trashi Yangtse, Lhuentse and Samdrup Jongkhar) for 100 officials (20 women, 80 men) from district and Gewog were	S

Planned Activities	Status at end of Project	Rating
	trained as master trainers.	
Support capacity development of GDMC through training & hazard & vulnerability assessment, settlement planning	The BRRP funding component supported CBDRM training in three Dzongkhags: - Lhuentse- 45 participants (40 males, 5 females) - Samdrupjongkhar- 30 Participants (25 males, 5 females) - Trashiyangtse : 45 participants - and advanced SAR training was provided in Chukha (2010) with 30 participants	S
Support development of GDMP DM plan and Community awareness campaign on DR and CC issues	Posters and IEC materials on various aspects of hazard safety and disaster preparedness were developed and disseminated and includes: <ul style="list-style-type: none"> • 12,000 hazard safety and preparedness posters developed and distributed to all Dzongkhags, Gewogs, schools and various government institutions. • Six posters on disaster safety and preparedness measures developed (on General Disaster Preparedness Plan, other preparedness and safety measures on landslide, GLOF/Flood, Thunderstorm and lightening, Earthquake and Fire). 	S
Support formulation of District DM plans	Disaster Management Plan not formulated. However, the capacity development made through the project through various trainings will provide human resource capacity for development of such plan. Besides, Disaster Risk Management framework, disaster management planning guidelines and disaster risk assessment tools were developed and disseminated. BDA Tools and Standard Operating Procedures (SOPs) for post disaster needs assessment developed and training provided	U

Community awareness campaign on DR and CC issues has been taken beyond the targets and achieved national coverage through newspapers and television. Children across the country pronounce "Asha Chure" as a slogan at play for instance.

Sub-output 1.3: Introduce climate change mitigation measures into recovery and reconstruction to improve the resilience of the gewogs.

Planned Activities	Status at end of Project	Rating
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Planned Activities	Status at end of Project	Rating
Support affected districts & Gewogs through installation of solar energy efficient stoves, plantation and water conservation techniques	<ul style="list-style-type: none"> • 826 solar lamps procured; • 569 solar lamps sent to Werringla Dungkhang, Mongar were distributed as: <ul style="list-style-type: none"> (i) 435 solar lamps were distributed to households in Gongdue and Silambe. (ii) 144 lamps were distributed among institutions (schools, non-formal education centers, monasteries, and local administrations) • 256 solar lamps are distributed in 2011 to locations in the eastern districts where there is no electricity. • Plantations and water conservation techniques, were introduced on a pilot basis under the UNDP supported Regional Climate Risk Reduction project 	S
Support capacity building of community through community awareness on CC issues and training on mitigation & adaptation measures with special focus on women's participation	Safe school program training was conducted in August 2010 at Trashigang Middle Secondary School where 90 teachers from different schools in Tashigang participated.	S

3.3.2 Output 2: support community-based livelihood regeneration

Sub-output 2.1: “Build back better” through skill development and training

Planned Activities	Status at end of Project	Rating
Support capacity building through training on hazard-resistant construction techniques and promotion of appropriate building materials	<p>Trainings on hazard-resistant construction techniques and promotion of appropriate buildings materials for construction artisans conducted</p> <p>Individuals trained and Dzongkhag covered are more than targeted. Under this, 310 masons and carpenters from the communities of the 6 eastern districts were trained on EQ Resilience Construction Techniques in line with the principle of “build back better”. Additionally, 50 district engineers, carpenters and masons were also trained in line with the principle of “build back better”.</p>	S

Planned Activities	Status at end of Project	Rating
Support formulation, illustration and translation of EQ resistant Guidelines for rural housing	Guidelines for Earthquake resistant construction and retrofitting for rural housing were also formulated, illustrated and translated in the national language. A press release on the training programme was published	S
Provision of skill-related equipment and EQ resistant building materials	DMIS established under the DDM for both the national and district levels which includes data-base of trained artisans	S
Support creation of database of trained artisans at district level	The DMIS was designed to be used both at national and district levels, so it was established but is not being used	HU
Data-base of trained artisans established in DDM-DMIS	DMIS established under the DDM for both the national and district levels which includes data-base of trained artisans	S
Capacity building through training on hazard resistant construction techniques and promotion of appropriate building materials supported in 1 disaster affected district (Bumthang)	Capacity building has been conducted and materials supplied for roofing for Bumthang fire through additional budget.	S
Retrofitting demonstration of stone masonry structure covering 3 districts in eastern Bhutan supported	The first batch of training was done but second batch proposed to be conducted is not done	U
Capacity building related timber engineering for recovery and conservation ensured, and handbook on timber engineering for non-engineered constructions published	<p>7 days trainings on timber engineering for recovery and conservation through use of hand book on timber engineering for non-engineering construction conducted in Lhuentse and also training on Integration of Risk Reduction into traditional construction techniques was conducted by DoC.</p> <p>31 (4 women, 27 men) Project Managers and Head Carpenters from the on-going Dzong conservation and construction projects, and engineers from Lhuentse, Trashigang, Tashi Yangtse, Pema Gatsel, Mongar and Samdrup Jongkhar districts participated in the training on effective use of timber in the field of conservation of heritage sites to assist in the recovery program.</p> <p>Proper Construction Practices for Traditional Timber Framework has been developed</p>	S

Sub-output 2.2: Livelihood regeneration in conjunction with other UNDP assisted programs.

Planned Activities	Status at end of Project	Rating
Identification of livelihood needs and beneficiaries through community consultations with men and women's groups	Livelihood needs observation and assessment was carried out in 2 communities (Narang & Drametse) under Trashigang. An additional livelihood needs assessment was conducted by UNDP in April 2010.	S
Support restoration of community assets-lhakhangs, chortens, CSs through targeted cash for work program	Two Jarong Kharso chortens (religious monuments) destroyed in the 2009 earthquake in Trashigang district were renovated through the involvement of communities (9 masons and 1 supervisor and 1,100 locals) through targeted cash for work programs.	S
Support enhancement of skill and promotion of livelihood activities, particularly for women through specialized training (CBHFA and CB SAR trgs.)	SAR Training was conducted for six eastern Dzongkhags with 197 participants, including 13% women for Gewog Administration Officers, Health Assistants and relevant Dzongkhag Administration officials. 40% women participation not achieved but number of participants much higher than targeted.	S

3.3.3 Output 3: Strengthen capacities for response and recovery coordination through Technical assistance

Sub-output 3.1: Establish Recovery Coordination Mechanism

Planned Activities	Status at end of Project	Rating
Support recovery coordination mechanism through national stakeholder/donor coordination and Dzongkhag coordination meetings	Several technical and resource working groups meetings held: <ul style="list-style-type: none"> • 3 national level stakeholder meetings on the National Recovery and Reconstruction Plan were conducted under the chairmanship of the Minister of Home and Cultural Affairs and the final plan printed and disseminated in 2010. • A joint UN-RGoB lesson learnt workshop was conducted in June 2010 with more than 60 key stakeholders from different sectors, affected districts, the UN system in Bhutan, the RBA and the media. 	S
Establish/strengthen IMS at national and local levels	<ul style="list-style-type: none"> • DMIS established under the DDM for both the national and district levels in 2010 and 20 Dzongkhag disaster focal persons and IT • Officials trained on the usage and data input of DMIS for effective procedures during disaster 	S

Planned Activities	Status at end of Project	Rating
	emergencies	
Monitoring, reporting and documentation of lessons learnt ensured	A joint UN-RGoB Lessons learned report was finalized documenting lessons learned of the 2009 floods and earthquake response, recovery and reconstruction processes as well as more recent fire disasters. (300 copies disseminated)	S

Sub-output 3.2: Build national capacity for post disaster needs assessment and recovery

Planned Activities	Status at end of Project	Rating
Support capacity building of national and district staff on post disaster needs assessment	A two day national stakeholder workshop on Joint Emergency Assessment Preparedness was conducted in Thimphu in June 2010 for more than 60 key stakeholders from different sectors, affected districts, the UN system in Bhutan, the RBA and the media. 8 key sectors/clusters were identified for the post disaster assessment tool.	S
Support formulation of rapid/damage assessment and recovery preparedness guidelines at national/local levels	Bhutan Disaster Assessment (BDA) Tools and Standard Operating Procedures (SOPs) for post disaster needs assessment developed	S
Printing of National Recovery and Reconstruction Plan and lessons learnt report	Following a national meeting regarding the National Recovery and Reconstruction Plan, conducted by DDM in March 2010, printing of the plan was completed	S

Sub-Output 3.3: Strengthen Response and preparedness capacity at national and local level

Planned Activities:	Status at end of Project	Rating
Consultation on augmentation of emergency response capacities at district and sub-district level	12 days' advance ToT on Comprehensive Search and Rescue (SAR) training was conducted at Tashi Gatshel Police Training Centre in Chukha in 2010 in collaboration with and financial support from the Regional Climate Risk Reduction Project (RCRRP) through UNDP, Bhutan. 31 participants from the RBP, RBG, RBA, representatives from DGPC and Forestry Institutes participated.	S

Planned Activities:	Status at end of Project	Rating
	<p>DDM in coordination with the International Federation for Red Cross and Red Crescent Society (IFRC), New Delhi conducted Basic SAR Training for Dzongkhag focal persons, Sector focal persons, Armed Forces and DDM officials in two batches of 35-40 participants</p> <p>In collaboration with the Save the Children, Bhutan Country Office conducted basic DRR and SAR training for 30 Scout Masters (teachers) from different Schools of Central Bhutan at Norbuling Middle Secondary School, Gelephu in 2011.</p>	
Support development of national contingency plan	The National Disaster Risk Management Framework 2006 aims to legalize Contingency Plans at all National, Local and Sectoral levels & a Multi Sectoral National Pandemic Preparedness plan for the Country is being prepared.	S
Support development and dissemination of local level contingency planning guidelines	<p>Bhutan's International Conference on Disaster Management and Cultural Heritage held in Thimphu in December 2010. The BRRP project provided a small budget support to the conference (\$10,000USD) which gathered 153 participants from 24 countries.</p> <p>Addressed the linkages between disaster management and both tangible and intangible aspects of culture - set of universal principles and practical recommendations, which will assist governments and practitioners in drawing on synergies between Disaster Management and Cultural Heritage, while also strengthening national, regional and global disaster management frameworks.</p> <p>Recommendations of the conference are being taken up at the Global Platform for Disaster Risk Reduction organized by UNISDR in Geneva in May 2011. The delegation included Minister of Home and Cultural Affairs.</p>	S
Support enhancement of community SAR activities particularly for women through specialized trainings (CBSAR trgs) in 4 affected districts	SAR Training (in conjunction with Activity 1.1.3) was conducted in September 2011 for six eastern Dzongkhags with 197 participants, including 13% women for Gewog Administration Officers, Health Assistants and relevant Dzongkhag Administration officials.	S

Planned Activities:	Status at end of Project	Rating
	<p>The RBA introduced search and rescue equipment and provided training in rope use, rappelling, creating improvised stretchers and rafts, and river rescue techniques.</p> <p>The RBP conducted a fire safety and evacuation class emphasizing the different types of fires and the use of fire extinguishers.</p>	
Procurement of Basic SAR equipments for SAR training in 4 affected districts	Basic SAR equipment including Communication equipment like VHF handsets, Computers, Fax machines, Printers etc were supplied to 14 Dzongkhags.	S
Response coordination and capacity strengthened at district level through operationalization of EOC in 6 districts (trainings)	<p>Due to inadequate resources, the Emergency Operation Centre's (EOCs), Emergency Tele Communication Network and Search & Rescue equipment and trainings were not set up. However, in 2010, EOC equipment were procured and distributed to four eastern Dzongkhags (Trashigang, Pemagatshel, Mongar, and Lhuentse) as follows:</p> <ol style="list-style-type: none"> a. Dell Computer – 4 Nos b. Panasonic Fax Machines- 4 Nos c. HP Laserjet Printer- 4 Nos d. Canon Digital Camera- 4 Nos e. Ring Buoy 8 Nos (4 each to Lhuentse and Pemagatshel) f. Bull horn (Loud Speakers)- 4 Nos (2 each to Lhuentse and Pemagatshel) g. Rescue Rope (16mm thick/60m long)- 8 Rolls (4 each to Lhuentse and Pemagatshel) h. Life Vests – 6 Nos (3 each to Lhuentse and Pemagatshel) i. Search Light 6 Nos (3 each to Lhuentse and Pemagatshel) 	U

The majority of the ratings are SATISFACTORY, three activities are rated UN-SATISFACTORY and only one is rated HIGHLY UN-SATISFACTORY. Overall we believe the project has achieved a great deal with few resources (USD 636,379.16) and the NEX modality assisted this relative frugality.

Effectiveness

Based on the information which was gathered to assess the effectiveness, it can be stated that the project was able to deliver several of the proposed outputs and, judging by the comments emanated from those who participated in the project, it achieved the main objectives for which it was set up: restoration of social and community services, strengthening capacities for response and recovery and support community-based livelihood regeneration.

Efficiency

The project suffered a delay in implementing and started only in 2010 instead of October 2009. This delay halted activities in the region for a few months, in which changes took place. Regarding the project plan, all activities except the few training were carried out. More than 90% of the total available funding for the project was spent on infrastructure, capacity building and equipment for recovery and reconstruction in the effected region and only a marginal proportion was spent on project coordination and management.

The BRRP has been in response to an emergency situation. The project had only two years to implement recovery and reconstruction activities in a situation where such an organized and systematic approach to recovery and reconstruction were not in vogue. The project impacts are visible, sustainable and replicable in a short period of two years with a modest size of resources available indicating high efficiency and cost effectiveness of the project.

Impact

Among the issues that stand out in relation to the impacts introduced by the project, the main one identified is the recognition of the usefulness of various trainings on disaster reduction. The project, due to its structure and objectives, did contribute to the UNDAF priority 5 “*strengthening national capacity for environmental sustainability and disaster management*”. The project also contributed to UNDP’s strategic plan 2008-2011. In this context, the project delivered information, experiences, manuals and lessons learned to make it transferable to other regions of the world where disasters are frequent, such as Asia and Africa. A list of publications and reports produced during the project can be found in Annex 4. The low but satisfactory number of women participants is another factor which limits project the impact. Therefore, the group can only be expected to make little contributions on the development practices at the local, national, or regional level. Please see Impact-part 4.

Relevance

The relevance of the project to Bhutan was asserted not only via the existing risks in the country and their root causes, as clearly demonstrated through the catastrophic impacts caused by 21 September 2009 Earthquake at the time the project proposal was being finalized, but also at the highest political level on the reduction of vulnerability which defined the need to confront disasters in a new way through risk management. This choice clearly opens the door for project proposals enabling not only the generation of such information on hazards, vulnerabilities, and risks, but their systematization and dissemination to decision makers so that it can be incorporated towards the reduction of the number of elements at risk. In regard to capacity

building, sufficient evidence exists to prove the relevance of the project towards the fulfilment of Goal 3 of the UNDP strategic Plan 2008-2013.

3.3 Capacity Development Assessment

• All the three outputs have training components. Most of the training components have been undertaken except for retrofitting demonstration of stone masonry structure covering 3 districts in eastern Bhutan. This training could not be undertaken due to the local government elections, and organizational change from SQCA to BSB. Thus, the Project Board decided to re-appropriate funds for procurement of SAR Equipment for the eastern Dzongkhags. The following table provides the status of the trainings conducted:

Name of training	Participation	Remarks
CBDRM TOT, 2010	100 district officials (20 women)	Trained as master trainers. Held in Trashiyangtse, Lhuentse & Samdrupjongkhar
CBDRM planning process for disaster risk reduction, 2010	500 district officials (120 district officials through the BRRP funds)	11 districts (3 through the BRRP funds)
CBHFA	197 (25 female)	Trained for providing social and community services
Earthquake Resilience Construction Techniques	310 masons & carpenters and 50 engineers	6 eastern districts
Safe School Program, 2010	90 (female) teachers from Trashigang	Held in Trashigang Middle Secondary School
Comprehensive SAR, 2010	30 (RBA, RBP, RBG, DGPC, Forester)	12 days. Held at Trashigatshel Police training center. Co-funded by RCRRP
National stakeholder workshop on Joint Emergency Assessment Preparedness, 2010	60 key stakeholders	Identification of post disaster assessment tool
UN-RGoB lesson learnt workshop, 2010	60 key stakeholders	Finalization and dissemination of Lesson learnt report
International conference on Disaster Management and Cultural Heritage, 2010	153 from 24 countries with BRRP funding a small amount (\$10,000USD)	Addressed the linkages between disaster management and both tangible and intangible aspects of culture.
Effective Use of Timber in the field of Conservation, 2011	31 participants (4 women, 27 men)	Held in Lhuentse. Participants included Project Managers and Head Carpenters from the on-going Dzong conservation and construction projects, and engineers from Lhuentse, Trashigang,

		Tashi Yangtse, Pema Gatsel, Mongar and Samdrup Jongkhar districts participated in the training on effective use of timber in the field of conservation of heritage sites to assist in the recovery program.
Integration of Risk Reduction into traditional construction techniques, 2011	18 district engineers (3 female)	Held in Thimphu with resources persons from the Division for Conservation of Heritage Sites (3 female and 1 man as resource persons)
SAR Training for Dzongkhag focal persons	35/40 participants	Sector focal persons, Armed Forces and DDM officials in two batches
DRR and SAR training, 2011	30 Scout Masters (teachers)	different Schools of Central Bhutan at Norbuling Middle Secondary School, Gelephu
ToT for BDA, 2011	152 officials	Participants from 20 Dzongkhags, all Ministries, relevant departments/sectors, NGOs, International organizations (like UNDP, UNICEF, WFP, WHO, etc.) were trained in BDA held in Bumthang, Mongar and Chukha
Usage and data input of DMIS, 2010	24 (11 female) Dzongkhag disaster focal persons and IT Officials	trained on the usage and data input of DMIS for effective procedures during disaster emergencies

The training activities covered capacity building for CBDRM, EQ and Harzard resistant construction training, use of timber in conservation of cultural heritage, SAR and usage of DMIS for disaster management. In addition, it included TOTs for CBDRM, Safe School Program, BDA, and Comprehensive SAR. Through capacity development at national, district and local levels, the project has enabled availability of a critical mass of professionals and has laid down a sound foundation for development of DM plans at various levels and for disaster response, recovery and reconstruction.

4. FINDINGS: PROJECT IMPACTS AND SUSTAINABILITY

4.1 Global Impacts

Being located in a mountainous area and being part of the geographical region for monsoons as well as an earthquake prone area, the project site forms part of one of the vulnerable sites for disasters. It is also occupied by communities to whom disaster management is a new discipline/concept. In addition the country is dotted with huge and ancient structures called *Dzongs*, *Lhakhangs* and *Chortens* for which restoration works need to be in line with traditional values and architecture. Lessons and experiences of such magnitude and diversity are of immense value to other parts of the world where such unique situations exist.

Highlights of this project is the convening of “International Conference on Disaster Management and Cultural Heritage” with the theme “Living in Harmony with the four Elements – Earth, Water, Fire and Wind” in December 2010 in Thimphu. The main objective of the conference was to foster and strengthen International and Regional Partnerships to leverage National Policies, Programmes and Systems in Disaster Management and Conservation of Cultural Heritage. Approximately 153 participants from around the world including 53 international Experts/Researchers/Specialists from 23 countries participated in the conference.

The recommendations from the conference are being taken up at the 3rd Global Platform for Disaster Risk Reduction organized by UNISDR in Geneva in 2011. The delegation from Bhutan included the Minister for Home and Cultural Affairs. The proceedings of the Third Session of the Global Platform for Disaster Risk Reduction and World Reconstruction Conference highlighted the five days of deliberations, discussions and presentations via various forums, States and the other delegations. The outcomes coalesced into one voice promoting strong community involvement and engagement as the crucial factor in disaster risk reduction and climate change adaptation, leading to an increase in the resilience of countries and communities at risk to natural hazards. In response to the theme of the Third Session of the Global Platform, “Invest Today for a Safer Tomorrow – Increase Investment in Local Action,” participants emphasized that not only local communities, but civil society, academia and the private sector must be involved in the implementation of the Hyogo Framework for Action. It acknowledged that regional intergovernmental organizations are also playing a critical role in fostering regional disaster risk reduction cooperation to contribute to and enhance the implementation of the Hyogo Framework for Action.

4.2 National Level Impacts

The BRRP has been able to lay out the foundation for institutional arrangements for disaster management at various levels. This includes established recovery coordination mechanism, capacity for post disaster needs assessment and recovery as well as strengthened response and preparedness capacity at national level.

The major component of the project was strengthening of capacities for recovery and preparedness. Some 15 various trainings were initiated (see capacity development assessment,

3.3) and imparted on various issues related to disaster recovery and reduction involving government officials, district officials, gewog officials, armed forces, monk body, community members, teachers etc. These trainings have provided skills to them which can be passed to next generation of learners, will contribute to disaster recovery and reduction and also community members can employ themselves thereby enhancing their livelihood. Most of the trained masons and carpenters are already employed in various parts of the affected area in rebuilding community centers-schools, BHUs, religious monuments and private houses. This is the indirect contribution made by this project through the use of trained masons and carpenters through the project.

The capacity and mechanisms developed through the project were used after the earthquake of September, 2011 in western Bhutan. The assessment of damage after 2011 earthquake were based on BDA carried out by trained people during the BRRP implementation in 2009. EOCs were established in the affected western Dzongkhags to facilitate the damage assessment and to prepare for recovery and reconstruction.

The project has supplied SAR equipment, comprising of communication equipment, to 14 Dzongkhags preparing them for search and rescue during disasters - a situation different from the period before the project.

The Action Plan –the outcome of the International Conference on Disaster management and Cultural Heritage will be adopted as guiding principles in formulating the Bhutan’s 11 FPY where the disaster reduction and recovery programs will be mainstreamed in sectoral programs and policies. The Parliament will be discussing and passing the Disaster Management Bill of Bhutan in January 2012 session, which will provide the legal basis for effective functioning of the institutional framework for disaster response, recovery and reconstruction.

There is growing demand in Bhutan, as indicated by public interest and debate, highlighted by articles from national newspapers and live national television discussions, that natural disaster preparedness and mitigation must be included in the school curriculum from elementary to tertiary education. For this reason, a training of trainers on natural disaster preparedness and mitigation for school teachers was recommended as many instructors lack knowledge in this area. The “Safe School Program” for school children and the mock drills has not only enhanced awareness but also improved preparedness to respond to disasters by the community members and school children across the country. Thus, the production of various educational materials for natural disaster preparedness and mitigation through this project will, therefore, play an essential part in the implementation of the UN Decade of Education for Sustainable Development in Bhutan.

The project has contributed to knowledge management and development in the field of recovery and reconstruction in times of disasters, together with mitigation measures for disasters. These include skills and capacity for search and rescue, immediate response measures after the disaster, improved ways of using timber to enable disaster resilience of infrastructure and linkage of disaster and heritage in terms of effective use of timber in the field of conservation of heritage sites. These have been documented in the forms of guidelines, manuals and standard operating practices.

The project has also documented lessons learnt and identified future areas of focus for further work in the field of recovery and reconstruction. The result of the project and its associated activities has identified the need for climate change measure, the need for going beyond “Build Back Better”, for strengthening insurance companies in disaster response, for including sectors beyond those included in the BRRP, for strengthening M&E and a lot more in future projects and programs in disaster recovery and reconstruction.

The project has been able to create acceptance by house owners, technical personnel and authorities on the requirement of construction of safe houses in Bhutan for reducing earthquake damages.

4.3 Local Level Impacts

Similarly, the project laid out foundation for recovery coordination mechanisms, capacity for post disaster needs assessment and recovery as well as strengthened response and preparedness capacity at local level. Hazard resistance features in the renovation and reconstruction fields have been established and capacity for its implementation developed. The project also restored vital community services in the affected areas such as ORCs, CPs and religious and cultural monuments to restore mental and trauma related effects of disaster affected communities.

The project has established the concept and modalities for constitution of Dzongkhag DM committee and Gewog DMC.

4.4 Sustainability of Project Outputs

On sustainability, the project is ranked successful for its focus on capacity building for restoration and reconstruction of facilities with disaster resilient infrastructure. While disasters will continue to occur as climate change and increased population interact, building resilient infrastructure would be a critical way to build community resilience to disasters. The capacities built by the project will remain within the communities and can in fact have multiple effects through on-the job trainings within the communities.

The assessment has evaluated sustainability of project outputs through four dimensions of sustainability:

- Financial Resources
- Socio-Political Resources
- Institutional Frameworks and Governance
- Environmental Issues

We discuss the issues behind these dimensions and then award rankings.

1. Financial Resources. The project has almost ended, but many activities continue under the aegis of DDM. Having a full-fledged department created for disaster management, the related project outputs and activities will continue to be funded through the department's

annual Five Year Plan budgets even after the project ends. The RGoB has also mainstreamed disaster management in the planning process. However, the need for external donor support cannot be ignored.

2. **Socio-Political Resources.** The capacities built by the project, particularly the local masons, carpenters and CBHFA personnel will continue to apply their skills for income generation as well as to *build back better*. They will also multiply their skills in the local areas as they practise.
3. **Institutional Frameworks:** The establishment of disaster management and response mechanisms, coordination and planning capacities at local and national levels through the project built a foundation for institutional arrangement in disaster response and management at all these levels. The Disaster Management Bill, which is under formulation, will provide the legal basis for effective functioning of the institutional framework.
4. **Environmental Issues:** The timber engineering guideline is expected to improve the use of timber, reduce waste and misuse, thus, reducing dependency on forest resources. The Safe School Program and plantation activities are expected to increase vegetation cover while creating awareness. Overall, the disaster resilient construction techniques itself are expected to reduce land and forest degradation by reducing potential destruction of infrastructure and therefore, the demand for raw materials from forest and land resources.

There are **Four Ratings of sustainability:**

Likely	There are NO or NEGLIBLE RISKS
Moderately Likely	Some Minor risks could affect the long term outcome
Moderately Unlikely	There are considerable risks
Unlikely	SEVERE RISKS affect this dimension of Sustainability

This allows a matrix of assessment for three outputs:

Outputs	FOUR DIMENSIONS			
	Finance	Socio-political	Institutional	Environment
Restoration of social and community services	Moderately Likely (Govt. committed to it)	Likely	Moderately likely (less manpower)	likely
Support community-based livelihood regeneration	Moderately likely	likely	Moderately likely	likely
Strengthened capacities for response and recovery coordination through technical assistance	Moderately likely	likely	Moderately likely	likely

Considering the activities undertaken as well as the implementation strategies, sustainability of the project was not really considered in the project. The project targeted the restoration of social and community services, their livelihoods and strengthening of recovery coordination and preparedness. The strengthening or building capacities did not materialize to an established regional training centre. This means that no institutions devoted to risk management could provide the sustainability to such efforts. Instead, it remained an option or was left at the will of participants to train the next generation. There seems to be any institutional responsibility to sustain efforts of the project, however, mechanisms exist in the country to respond to such disasters and the enactment of Disaster Management Bill will add further legal strength to the response, recovery and reconstruction of disasters. Based on this scenario and criteria for sustainability, a rating of “S” Satisfactory was provided.

5. CONCLUSIONS AND OVERALL FINDINGS

5.1 Experiences and Lessons learned

The documentation of the lessons learnt called the "Learning from Natural Disaster, Lessons Leant from Bhutan" compiled by the UN System in Bhutan and the Department of Disaster Management (DDM), Ministry of Home and Cultural Affairs in 2011, highlighted lessons and practices. It includes lessons learnt and recommendations for Prevention and Preparedness, Coordination and Information Management, Relief Distribution and Mobilization and on Recovery and Reconstruction. On the Recovery and Reconstruction, lessons and recommendations are provided on aspects of National Recovery and Reconstruction Plan; Restoration of Infrastructure; Compensation and Insurance and on Monitoring & Evaluation.

It highlighted the absence of an agreed assessment tool to identify the priority needs across all sectors delayed the recovery and reconstruction efforts; that shortage of technical, capacities and manpower in Dzongkhags delays efficient recovery and reconstruction processes; that reconstruction of key infrastructure including BHUs, schools and monasteries is crucial for psycho-social support and wellbeing; that there is need for proper damage assessment methods and damage compensation rate including promotion of insurance of houses and household items against possible damages caused by disasters; and that there is need to raise awareness of the importance of insurance, including livestock and crop insurance.

This evaluation endorses the lessons captured in the UN-RGoB lessons learned report and adds five more:

- Multi-hazard recovery and reconstruction planning that integrates disaster risk reduction and climate change adaptation measures need to be included in all sectors.
- Capacity building for “Build Back Better” goes beyond reconstruction of infrastructure.
- Strengthening insurance companies to cope with immediate assessments and compensation during disasters.
- Need to raise awareness on the importance of insurance, including livestock and crop insurance and finding appropriate models for such schemes.
- Need for M & E division in DDM with technical expertise and to train Dzongkhag and Gewog officials on M & E

5.2 Recommendations

The Department of Disaster Management being a newly created Department is faced with constraints related to low managerial capacity to function as the National lead agency for all disaster management in the country, inadequate resources for setting up Emergency Operation Centre’s (EOCs), lack of equipment for SAR, low levels of public education and awareness on disaster response and management and lack of human resources within the DDM. Out of the total

approved staff strength of 23 in the 10th Plan, the Department has only 17 staff (9 Graduates and the Director, Drivers, Messengers, Dispatchers and Office Assistant).

In absence of the DM Bill, Disaster Management Institutions could not be legally established and operationalized at various levels along with establishment of Rules & Regulations, By-laws, Procedures, Minimum standards and SOPs.

Therefore, it is recommended that future programs and projects for recovery and reconstructions or for disaster management receive adequate focus on:

- Enhancing the technical and low managerial capacity of DDM to function as the National lead agency for all disaster management in the country
- Provision of adequate resources for setting up Emergency Operation Centre's (EOCs), equipment for SAR
- Further provision of public education and awareness on disaster response and management
- Enabling the enactment of the DM Bill and its implementation with particular focus on establishment of Disaster Management Institutions and legally binding mechanisms for financial allocations and authority at various levels for disaster situations.

Future recovery and reconstruction programs and projects must also address:

- Multi-hazard recovery and reconstruction planning that integrates disaster risk reduction and climate change adaptation measures in all sectors.
- Capacity building for "Build Back Better" to go beyond reconstruction of infrastructure.
- Strengthening insurance companies to cope with immediate assessments and compensation during disasters.
- Need to raise awareness of the importance of insurance, including livestock and crop insurance and finding appropriate models for such schemes.
- Recognizing that disaster risk reduction depends on measures to be taken at local level (land use planning, building codes), the relevant actors and institutions need to be part of the project implementation to increase the impact of the intervention.
- Interventions aiming at the improved development of communities need to strongly consider mandates and continuity of the institutional environment to ascertain the impact of capacity building measures
- Response coordination through operationalization of Emergency Operation Centre's (EOCs) is critical to respond to disasters. Since these have not been set up due to inadequate resources, Emergency Tele Communication Network and Search & Rescue

equipment and trainings future projects should aim to build capacity for establishment of EOCs in all districts.

- Reconstruction and recovery from disasters involve a lot more sectors than involved in this phase of the project. Sectors under the Ministry of Agriculture and Forests and Ministry of Works and Human Settlements are also critical and their involvement and capacity/capacity building must be roped in to such programs and projects.

ANNEX 1: Terms of Reference

FOR INDIVIDUAL CONSULTANTS/CONTRACTORS

OST TITLE: Terminal evaluation of the Bhutan Recovery and Reconstruction Project
AGENCY/PROJECT NAME: UNDP
COUNTRY OF ASSIGNMENT: BHUTAN

1) GENERAL BACKGROUND

Bhutan experienced two major natural disasters in 2009. On May 25th and 26th 2009, cyclone Aila brought unprecedented rain which caused severe flooding in seventeen of Bhutan's 20 districts. On 21st September, the eastern part of the country was hit by a strong earthquake of magnitude 6.1, followed by several aftershocks.

As a response to the natural disasters, UNDP and the Royal Government of Bhutan initiated the Bhutan Recovery and Reconstruction Project in October 2009 for a period of 2 years (2009-2011). The project is funded by UNDP-BCPR, CIDA and the UN Delivering as One Fund, and implemented by the Department of Disaster Management (DDM) under Ministry of Home and Cultural Affairs of the Royal Government of Bhutan in coordination with relevant government agencies and district authorities.

The three main outputs expected from the Bhutan Recovery and Reconstruction Project (BRRP) are:

- Output 1: Restoration of social and community services
- Output 2: support community-based livelihood regeneration
- Output 3: Strengthen capacities for response and recovery coordination through Technical assistance

2) OBJECTIVES OF THE ASSIGNMENT

The objective of the assignment is to assess the effectiveness, efficiency, and relevance of the Bhutan Recovery and Reconstruction Project and provide recommendations for future recovery and reconstruction programmes.

3) SCOPE OF WORK

The evaluation shall cover all activities undertaken in the framework of the project and the following elements:

- Assessment of project design in view of the larger goal of a reconstruction and recovery programme in the aftermath of two disasters, including the project period and resources available;
- Project performance in relation to the indicators, assumptions and risks specified in the logical framework matrix and the project document;
- Identification and, to the extent possible, quantification of any additional outputs and outcomes beyond those specified in the project document, including assessment of procedures followed

and justifications provided;

- Identification of any programmatic and financial variance and/or adjustments made during the project implementation and an assessment of their consistency with the overall objectives of the project;
- Evaluation of project coordination, management and administration provided by the Project Management and Project Board, including cooperation, coordination and synergies created by the project;
- Assessment of the technical assistance organized under the programme (did the programme have regular access to experts or institutions with expertise in programme areas?)
- Assessment of the extent of support made available by the Royal Government of Bhutan vis-à-vis the programme objectives;
- Assessment of capacity building of the Government agencies involved in the programme and/or UNDP;
- Assessment of the degree to which the overall objectives and expected outcomes of the project have been met;
- Assessment of the scope, quality and significance of the projects outputs achieved;
- Assessment of the exit plan and sustainability plan of the project within the overall recovery and reconstruction framework of the government;
- Lessons learned and best practice from project implementation, and recommendations for future recovery and reconstruction projects.

4) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

The duration of the assignment is 16 working days during the period from 21 November to 29 December 2011. The evaluation schedule includes a desk review and preparatory meetings (3 days), interviews/consultation with relevant stakeholders and beneficiaries at district and local levels during a field visit to Eastern Bhutan (9 days) and drafting, presentation and finalization of the evaluation report (4 days). A detailed schedule is attached as Annex 1 (tentative).

5) EXPECTED OUTPUTS

1. Detail plan of engagement at the beginning of the assignment, including regular progress reports;
2. A PowerPoint presentation of the findings to key stakeholders (Project Board);
3. A detailed evaluation report including an executive summary of findings and annexes (TOR's, itinerary, list of documents reviewed, list of persons interviewed, summary of field visits, questionnaire, etc.)

The presentation and report together with the annexes shall be presented/ written in English and shall be submitted in electronic form (MS Office).

6) PROVISION OF MONITORING AND PROGRESS CONTROLS

The UNDP Energy, Environment and Disaster Management Unit will ensure monitoring of deliverables as per the following deadlines:

- Submission of detail plan of engagement in the assignment (21/22 Nov 2011)
- Submission of draft evaluation report (13 December)
- Presentation of findings to key stakeholders (between 13-16 December)
- Submission of final reports addressing comments received by stakeholders (within one week after receiving comments)

UNDP in consultation with key stakeholders will review the outputs and provide comments for finalization within 2 weeks of submission.

7) DEGREE OF EXPERTISE AND QUALIFICATIONS

A national consultant with the following qualifications shall be engaged to undertake the evaluation working according to the planned schedule (annex 1):

- Academic and professional background in fields related to Disaster Management, Environmental Management, Climate Change, Development, Engineering, Geography or related field. A minimum of 5 years of working experience in the development sector in Bhutan is required;
- Experience with recovery and reconstruction programmes, and/or familiarity with and demonstrated understanding of disaster management in Bhutan is an advantage;
- Demonstrated skills and knowledge in participatory monitoring and evaluation processes;
- Experience in monitoring and evaluation of development projects, supported by UN agencies and/or major donor agencies;
- Proficient in writing and communicating both in English and in Dzongkha. Knowledge of other local languages and ability to interpret is an advantage;
- Holder of a valid Bhutanese consultancy license; and
- Excellent in human relations, coordination, planning and team work.

8) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

NONE PARTIAL INTERMITTENT FULL TIME

9) PAYMENT TERMS AND AWARD OF CONTRACT

Combined scoring (70% technical and 30% financial) will be used in awarding of the contract. Driver and transportation will be provided for the field trip to Eastern Bhutan.

The consultant will be paid on lump sum basis including local DSA:

- Initial payment: 15% upon signing of contract
- 2nd payment: 85% upon acceptance of final report

- i. UNDP payment certification required: Yes
- ii. Currency of payment: Bhutan Ngultrum

ANNEX 2: Schedule for the evaluation

Dates	Program	Remarks	Working days
Tues 29 Nov – 03 Dec	Desk review of relevant documents	DDM and UNDP will provide access to documents	3
	Meetings with officials of the Royal Government of Bhutan (DDM, DoC, BSB) and UNDP.	DDM will coordinate appointments with government agencies.	
Mon 5 Dec – Tue 13 Dec	Field visit to project sites in Eastern Bhutan	Field schedule and meetings to be confirmed	9
Mon 5 Dec	Thimphu to Bumthang	Town reconstruction	
Tues 6 Dec	Bumthang-Lhuentse		
Wed 7 Dec	Lhuentse	Wombur and Gortsham CPSs CBDRM and SAR trainings Timber engineering training	
Thu 8 Dec	Lhuentse - Trashigang		
Fri 9 Dec	Trashigang	Kheri, Mangkhar, Benshingmo ORCs, hospital Safe school programme Chortens renovated	
Sat 10 Dec	Trashigang – Samdrup-Jongkhar		
Sun 11 Dec	Samdrup-Jongkhar	CBDRM training, SAR&HFA training	
Mon 12 Dec	Samdrup-Jongkhar - Phuentsholing		
Tues 13 Dec	Phuentsholing - Thimphu	Chhukha – SAR training	
Wed 14 Dec	Debriefing Thimphu (DDM, UNDP)		4
Thurs 15 Dec - Wed 21 Dec	Prepare draft report and presentation of the findings of the evaluation		
Thurs 22 Dec	Deadline for submission of the first draft of the evaluation report to DDM/UNDP	DDM/UNDP CO will distribute the draft report to stakeholders for comments.	
Fri 23 Dec	Presentation of the preliminary findings of the evaluation	DDM Conference hall – will be coordinated by DDM.	
Thu 29 Dec	Incorporation of comments/feedback in the evaluation report		
	Deadline for submission of the final report to DDM/UNDP (7 days upon receiving comments from DDM/UNDP)		

ANNEX 3: List of Persons Met

1. Dasho Namgay Wangchuk, Director, DDM, MoHCA
2. Mr Krishna Vatsa, Regional Risk Reduction Advisor, UNDP Bureau for Crisis Prevention and Recovery, Delhi
3. Mr Karma Rapten, Head-Energy, Environment and Disaster Management Unit, UNDP
4. Ms Anne Erica Larsen, Programme Analyst, Environment and Disaster Management Unit, UNDP
5. Mr Thinley Pelden, Project Manager, DDM, MoHCA
6. Mr Sonam Tenzin, Project Assistant, DDM, MoHCA
7. Ms Dechen Tshering, Dy. Exe. Engineer, Division for Conservation of Heritage Sites Department of Culture, MoHCA
8. Mr Karma Wangdi, Head, International Relations Division, Bhutan Standards Bureau
9. Mr Sonam Penjore, ICT, Samdrupjongkhar District Administration
10. Mr Tshering Sonam, ICT, Samdrupjongkhar District Administration
11. Ms Choki Wangmo, District Environment Officer, Lhuentse District Administration
12. Mr Sherub Tenzin, Officiating Principal, Wambur Community Primary School, Lhuentse
13. District Medical Officer, Trashigang District Administration

ANNEX 4: List of documents reviewed

1. 18 Months Rolling Work Plan; Strengthening National Capacity for Disaster Risk Management in Bhutan (Jan.2010-June 2011)
2. 18 Months Rolling Work Plan; Strengthening National Capacity for Disaster Risk Management in Bhutan (Jan.2011-June 2012).
3. A report of the UN Livelihood Assessment Mission to Mongar and Trashigang Dzongkhags (30 March to 3 April 2010).
4. Annual Report 2011, Ministry of Home and Cultural Affairs, Policy and Planning Division, Tashichhodzong, Thimphu
5. Bhutan Earthquake September 21, 2009; Joint Rapid Assessment for Recovery, Reconstruction and Risk Reduction (A Report Prepared by the Royal Government of Bhutan, the World Bank and the United Nations 20 October 2009).
6. Bhutan Recovery and Reconstruction Project Progress Report 2010
7. Bhutan Recovery and Reconstruction Project, Quarterly Progress Report, 1st Quarter 2011
8. Bhutan Recovery and Reconstruction Project, Quarterly Progress Report, 2nd Quarter 2011 (April-June)
9. Bhutan Recovery and Reconstruction Project, Quarterly Progress Report, 3rd Quarter 2011 (July - September)
10. Field Trip to Eastern Bhutan, 2009. UNDP.
11. Grant Arrangement document between UNDP and the Government of Canada as represented by the Head of Aid for Bhutan, India and Nepal acting through Canadian High Commission, New Delhi.
12. Learning from Natural Disasters; Lessons learned from Bhutan. UN System in Bhutan and DDM, RGoB
13. Minutes of the LPAC inception meeting, 1st and 2nd Project Board meetings of BRRP.
14. Monitoring Mission Report 21st to 28th July 2010, UNDP.
15. National Recovery and Re-construction Plan (September 21, 2009 Earthquake) Implementation Period: 2009-2013). Department of Disaster Management, MoHCA, RGoB.
16. Project document on Bhutan Recovery and Reconstruction Project 2009-2011 (1st and final draft).
17. Proper Construction Practices for Traditional Timber Framework, Division for Conservation of Heritage Sites, Department of Culture, Ministry of Home & Cultural Affairs
18. Report on the Training on Effective use of Timber in the field of Conservation of Heritage Sites (Lhuentse, April 20 to 21, 2011), Division for Conservation of Heritage Sites, Department of Culture, MoHCA
19. Report on the Training on Basic Search and Rescue and First Aid, (Mongar, Tashigang and Samdrup Jongkhar from 8th Sept-21st September, 2011), Bhutan Recovery and Reconstruction Project, Department of Disaster Management, Ministry of Home and Cultural Affairs.
20. The Evaluation Policy of UNDP 2006